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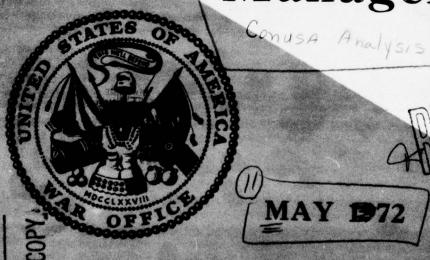


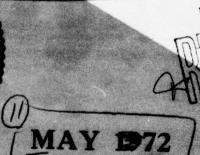
### DEPARTMENT OF THE ARMY CONUSA ANALYSIS

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### Functional Study of **CONUSA** Management







DEPARTMENT OF THE ARMY Washington, D.C. 20310

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The primary purpose of this study was to validate, from a CONUS Army (CONUSA) headquarters perspective, conclusions contained in a previously conducted study entitled "Functional Study of Installation Management, April 1972" (hereafter referred to as the Installation Study). The purpose of the Installation Study was to construct a current installation management model which served to evaluate alternative organizational concepts. Three organizational concepts were developed during the Installation Study to support a possible

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reorganization of CONARC.

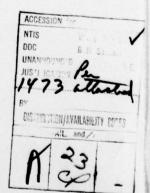
This functional study consists of an Executive Summary and four additional separate documents. One is the main study itself. The second is a Survey Report which documented the functions, subfunctions and items, with related staffing and reports, currently being performed at the CONUSA. The third is the CONUSA Analysis, which provides the reorganization planner the detailed analysis essential for making decisions pertaining to each functional area and item surveyed. The fourth document, entitled ADP and Reports Analysis, represents a separate project, to depict the processing and distribution of reports by major subordinate commands and to develop reports flow models for the Force, Doctrine and Training (D&T), and Area Commands subsequent to reorganization.

This study was primarily concerned with current CONUSA management functions and, upon reorganization, disposition thereof and the performance of those residual functions by the Area Command. It is allowed in this study is limited to 41 functional areas and item and hough the study is functionally oriented, it provides the reorganization er the necessary facts on which to base valid and sound reorganizational 6. It is concerning Area Command Management.

### CONUSA ANALYSIS

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### CONUSA ANALYSIS HQ UNIT PERSONNEL BRANCH

### 1. CONUSA Findings.

- a. The HQ Unit Personnel Branch is established as a subelement of the Military Personnel Division, Office of the Adjutant General, First US Army. Its mission is to provide personnel services to approximately 3500 military personnel assigned or attached to the following units:
  - (1) Headquarters, First US Army
  - (2) First US Army Support Element
  - (3) ROTC Instructor Groups
  - (4) First US Army Student Detachment
- b. Personnel services provided by the HQ Unit Personnel Branch can be generally categorized as follows:
  - (1) Personnel Management
  - (a) Promotions
  - (b) Classification and assignment (port calls and levies)
  - (c) MOS testing
  - (d) Requisitions
  - (e) Personnel Information Rosters
  - (f) Surplus reports
  - (2) Personnel Actions
  - (a) Separations and retirements
  - (b) Reenlistment
  - (c) Overseas assignments
  - (d) Other (ID cards, boards, etc.)
  - (3) Records Maintenance
  - (a) Maintenance of 201 files
  - (b) Officer and Enlisted Efficiency Reports
  - (c) Morning reports
- (4) Student Detachment. The HQ Unit Personnel Branch provides records maintenance and personnel accounting functions for approximately 1500 student personnel in the following situations:
  - (a) Civilian schools (officer and enlisted)
  - (b) Navy War College

- (c) Student Nurses (officer and enlisted)
- (d) Air Force schools
- (e) Naval Justice School
- (f) Cadets (Army, Navy, and Coast Guard)
- c. The relationship of the HQ Unit Personnel Branch to First US Army installations is limited to the function of officer efficiency reports. The personnel officer, HQ Unit Personnel Branch has the responsibility to control OERs from installations in those cases where a report requires indorsing or review by an officer in First US Army. There are few dealings with CONARC by the HQ Unit Personnel Branch on such actions as efficiency reports, assignments, and other miscellaneous personnel actions.
- d. The HQ Unit Personnel Branch requires installations to forward officer efficiency reports to it for processing. Other than that one area, the HQ Unit Personnel Branch provides no services to installations.
- e. The HQ Unit Personnel Branch has a limited association with CONARC. Only actions pertaining to students and nurses are forwarded to CONARC. One report, the DLI Graduate Evaluation Report, DLI 20, is forwarded to CONARC.
- f. The relationship of the HQ Unit Personnel Branch to DA is one of forwarding personnel actions to DA for approval that cannot be approved locally. The Branch does not respond directly two sany. DA requirements but reacts to those requirements which come from the First US Army Adjutant General and the rest of the First US Army staff.
- 2. <u>Validation of Installation Survey Conclusions</u>. No changes to recommended procedures in the installation survey are required in this area. The HQ Unit Personnel Branch is a unique functional element with a primary responsibility of support to HQ First US Army, students, and ROTC Instructor Groups. As such, it has no relationship to the installation except in the officer efficiency report area as mentioned above.

### 3. Function/Report Evaluation.

a. There are 48 spaces authorized and 38 personnel utilized to perform the functions listed in paragraph 1b as summarized below:

		Authorized	Utilized
(1)	Branch supervision	4	4
(2)	Personnel management	8	5
(3)	Personnel actions	8	5
(4)	Records	19	17
(5)	Student Detachment	_9	
	TOTAL	48	38

These 48 spaces are part of the total 528 spaces authorized for AG. A list of the 8 reports related to the above functions and their disposition at CONARC is inclosed.

- b. Functions.
- (1) The HQ Unit Personnel Branch performs a vital mission in support of the Army HQ, ROTC Instructor Group, and students. The anticipated size of the Force Command and D&T Command headquarters dictates a positive requirement for a Unit Personnel Office to support those headquarters. Area Command, because of its limited role of Reserve and ROTC affairs, will have a smaller but by no means a less important requirement for a Unit Personnel Office. Accordingly, transfer of this function is envisioned as follows:
- (a) Area Command A Unit Personnel Office is required here to support not only the permanent party assigned to Area Command Headquarters but also those individuals assigned to ROTC Instructor Groups and the Student Detachment. Presently, the FUSA UPO supports 1400 FUSA permanent party and 1100 individuals assigned to the ROTC Instructor Groups. In addition, the FUSA UPO provides personnel support to 1500 individuals assigned to the First US Army Student Detachment. Continuation of all of these functions is essential. Because of the large number of personnel supported (4000), satellization of these responsibilities on an installation personnel office is not deemed to be feasible. To accomplish all of the required tasks, the UPO is authorized 48 spaces and has 38 personnel assigned, 24 of which are civilians. A recent change to the TDA awaiting approval provides for 52 spaces in the UPO to handle the same functions. Although 38 people are doing the job for which 52 will be authorized, a requirement exists to have all authorized individuals assigned. The UPO had a CPMI inspection in March 1972 for which it received a satisfactory rating. This inspection identified weaknesses in the records maintenance and personnel accounting areas which were attributed to the shortage of clerks to work in these areas. The lack of full authorized strength has required overtime for the civilians and extended night work for the military to accomplish the mission. Staffing for the UPO at Area Command must be maintained at full authorization. Assuming the Area Command will have the same geographical area of responsibility FUSA now encompasses, it will still have to support 1100 ROTC instructors and 1500 students. The number of permanent party supported will decrease from 1400 to some smaller number which has not yet been determined. Satellization of the Student Detachment with 11 spaces (new TDA) on an installation was considered since the detachment per se would not normally be a functional requirement of the Area Command. However, further analysis revealed that for assignment purposes, control, personnel accounting, and ease of administration of student personnel actions, a centralized Student Detachment at Area Command level would be the most desirable location.
  - (b) Force Command Not applicable.
  - (c) D&T Command Not applicable.
- (d) Both Force Command and D&T Command Each of these headquarters will require a HQ Unit Personnel Office to provide normal personnel management, personnel actions, and records-keeping services to the headquarters personnel. The size of this UPO and its staffing is directly dependent on the number of personnel it will service. A determination cannot be made at this time as to what the staffing requirements will be, but based on the strength of the FUSA UPO, less Student Detachment, a figure of 41 would provide a baseline for staff planning.
  - (e) Installation If the Student Detachment were satellited

on an installation, ll spaces would be required. Such a system, however, would not provide for the same degree of control which would exist if the Student Detachment belonged to the Area Commander. Complete decentralization was also considered whereby a student would be serviced by the nearest military installation. This alternative is unacceptable because of personnel accounting problems, assignment fragmentation, and lack of centralized control of all students.

- (f) DA Not applicable.
- (g) Eliminate None.
- (2) Reports. The eight reports listed below provide feeder information for the same DA directed reports which are submitted through the major command headquarters. Hence the reports will continue after the UPO functions are transferred to the new headquarters.

RCS	NAME	OFFICE	AUTOMATED OR MANUAL
AHABA-16	Strength Report	AG	Manua1
OPO-23	Linguist Forecast for Officers	AG	Manual
OPO-37	Current and Projected Enlisted Linguist Requirements	AG	Manual
OPO-22	Current and Projected Enlisted Linguist Requirements	AG	Manual
CSGPA-342	Enlisted Personnel Eligible for Promotion	AG	Manua1
DII-20	DLI Graduate Evaluation Report	AG	Manua 1
AHABA-13	Education Level Survey and Par- ticipation Report	AG	Manual
RCS Exempt	Student WAC Officer Graduate Dates	AG	Manual

### 4. Conclusions.

- a. The HQ Unit Personnel Branch supports HQ First US Army, ROTC Instructor Groups, and the First US Army Student Detachment.
- b. The functions now being performed by the HQ Unit Personnel Branch could not be satellited on installation personnel sections unless a minimum of 52 spaces are provided with the mission. This figure will decrease depending on the number of personnel supported.
- c. DA must designate the installations which would assume responsibility for Student Detachment personnel support if Area Command is not given the requirement.
  - d. All of the functions now being performed by the HQ Unit

Personnel Branch should be transferred to Area Command, Force Command, and D&T Command.

e. Specific staffing requirements for UPOs to support Area Command, Force Command, and D&T Command cannot be determined until their size is established.

### 5. Recommendations.

- a. That the functions now being performed by the HQ Unit Personnel Branch be transferred to the Area Command Force Command, and D&T Command with the 52 spaces presently authorized (new TDA) for this purpose.
- b. That Area Command be given responsibility for the Student Detachment as part of the responsibility of the UPO.

CONUSA SURVEY

DATE OF INTERVIEW 19 April 1972

MAME OF STAFF SECTION/OFFICE AG
DIVISION Mil Pers
BRANCH HQ Unit Pers
SECTION

FUNCTIONAL AREA(S) Military Personnel

PHONE # 923-6545

		3. Student WAC Officer Graduation Dates	ort Education Leve	5. Enlisted Personnel Eligible for Promotion  DLI Graduate Evaluation	4. Current and Projected Enlisted Linguist Require-	3. Current and Projected Colonel Requirements	2. Linguist Forecast for Officers	Strength Report	(a) Title/Name of Report	MANE OF INDIVIDUAL CONTACTED
		RCS	DLI-20	CSGPA - 342	OPO-22	OPO-37	OPO-23	AHABA-16	(b) RCS	1
		`× :	, : × ×	, ×	×	×	×	×	(a)	CW2 Zerbe
									(c)	
		HQ UPO FUSA	HQ UPO FUSA	HQ UPO FUSA	HQ UPO FUSA	HQ UPO FUSA	HQ UPO, FUSA	HQ UPO, FUSA	(d) Origination	
		AR 601-115	AR 350-20  1A Reg 621-5	AR 600-200	AR 611-6	AR 614-102	AR 614-185	1A Reg 335-4	(e) Authority	
	ŕ	No	Ve No	No	No	No	No	Yes	(f) CONUSA	Ρ.
The common name of the last		No	No No	No	No	No	No	No	(g) CONARC	PHONE # 923-6545
		No 3	Ves No	No	No	No ·	No	Yes	(h) Change	545
				6					(i) Explanation	

CUNUSA Survey (cont)

		0	8. None	7. Monitor Educational Qualifications	6. None	5. Input for CSGPA-342	4. Input for OPO-22	3. Input for 7-37	2. Input for OPO-23	1. Monitor strength of FUSA units	Use	(3)	CONU
1154			Yes	No	Yes .	No	No .	No	No	No	Fwd	8	an rue we
	)-£	;***	No	No	No	Yes	Yes	Yes	Yes	Yes	Disposition Input Re	3	CONUSA SOLVEY (COM)
			No	Yes	No ·	Yes	Yes	Yes	Yes	Yes	Retained	(m)	
			DA	DCSPER, FUSA	CONARC	AG , FUSA	AG , FUSA	AG ,FUSA	AG, FUSA	DCSPER, FUSA	Fwd to	(n)	
		•	No	No	No	No.	No	No	No	· No	Rpts to Inst	(0)	
			No.	No .	No	No	' No	No	No	No	Initiated by		
											Rqmt		
											Manhours	( <del>p</del> )	
			ω	. 10	2	6	2	. 2	4	120	Actual		
			Used to determine graduation dates of WAC officers for assignment	Used to monitor educational qualifications of individual within FUSA	Evaluation of DLI graduates	Used as input for CSGPA-342 which go from FUSA to CONARC	Used as input for OPO-22 which goes from FUSA to CONARC	Used as input for OPO-37 which goes from FUSA to CONARC	Used as input for OPO-23 which goes from FUSA to CONARC	Used as input for AHABA-16 which goes from FUSA to CONARC	Remarks	(4)	

### CONUSA Survey (cont)

UNIT PERS BR (r)
L PERS DIV CONARC Disposition

N/A	This report goes to DCSPER, FUSA.
N/A	This report goes to AG, FUSA.
N/A	This report goes to AG, FUSA.
N/A	This report goes to AG, FUSA.
N/A	This report goes to AG, FUSA.
DLI-20	This report provides an evaluation of Defense Language Institute graduates. Reports are consolidated and sent to DA.
N/A	This report goes to DCSPER, FUSA.
RCS Exempt	This report is not used by CONARC but is forwarded to DA to provide information on graudation dates of WAC officers for

assignment purposes.

### CONUSA ANALYSIS PERSONNEL ACTIONS

- 1. CONUSA Findings. Military personnel actions are performed in FUSA by the Personnel Actions Branch, Military Personnel Division, Office of the Adjutant General, FUSA.
- a. The area of personnel actions covers a multitude of diverse functions. The role of FUSA is to act as an intermediate headquarters between the installation and CONARC/DA, passing guidance downward and consolidating, reviewing, and forwarding of those personnel actions which require approval at a higher headquarters. Primary areas of responsibility are officer and enlisted personnel actions, awards and decorations, casualty reporting, board actions, retirement services, flagging actions, and supervision of the Soldier Voting Program. FUSA acts as the GCM authority for those FUSA units which are not under another GCM authority.
- b. FUSA requires the installation to forward those actions which cannot be approved at installation level. Installations send casualty information to FUSA as well as certain awards and decorations, board actions, flagging information, and levy deletion requests.
- c. FUSA relationship to CONARC is limited to forwarding those actions through CONARC which require DA approval.
- d. FUSA acts as disapproval authority for DA in the area of levy deferments and deletions, awards, and boards. FUSA also serves as a link between DA and the installations in administering the casualty reporting system to include approval of Line of Duty investigations for the Secretary of the Army.
- 2. <u>Validation of Installation Survey Conclusions</u>. Analysis at FUSA revealed that no changes in the installation report are required in the area of personnel actions.

### 3. Function/Report Evaluation.

- a. There are 36 spaces authorized to accomplish all of the personnel actions handled within the Personnel Actions Branch and 34 individuals utilized. These are part of the 528 spaces authorized for the FUSA AG. Attached as Inclosure 2 is a list of the 11 reports associated with this function to include the CONARC disposition of each. Inclosure 2 depicts the flow of each report after reorganization.
- b. Transfer of functions and spaces. Functions performed by the Personnel Actions Branch should be transferred as indicated below:
- (1) Area Command None. These personnel actions which need approval at Area Command level can be handled by the HQ Unit Personnel Branch.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command All of the subfunctions in the personnel actions area currently being handled by the Personnel Actions Branch, AG, should be transferred to both Force Command and D&T Command. 36 spaces and 11 reports would be shifted initially from FUSA to the two command involved. Certain subfunctions such as

branch transfer requests, RA appointment actions, and applications for overseas or special assignments could go directly from installation to DA. Approval authority for pregnancy deferments from levy, which is now retained at DA, should be delegated to installation level. In the case of awards, Force Command and D&T Command should have disapproval authority to downgrade awards to those for which they have approval authority. If the above actions are taken, a savings of 3 spaces is anticipated. If not, the 36 spaces will be distributed to Force Command and D&T Command in proportion to the size of their respective headquarters and the size of the population they will serve.

- (5) Installation None.
- (6) None.
- (7) None.

### 4. Conclusions.

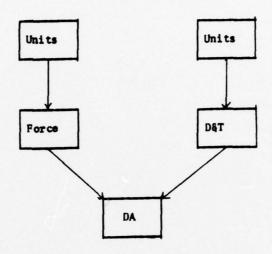
- a. All of the personnel actions tasks now being performed by the Personnel Actions Branch, AG, should be transferred to Force Command and D&T Command with the 36 spaces and 11 reports associated with those functions.
- b. No personnel actions functions need to be transferred to Area Command if the HQ Unit Personnel Branch assumes responsibility for personnel actions for Active Army personnel.
- 5. Recommendation. That 36 spaces and 11 reports associated with the personnel actions functions currently performed by the Personnel Actions Branch, AG, be transferred to Force Command and D&T Command in proportion to the size and population serviced by the two headquarters.

### PERSONNEL ACTIONS

1 - CSGPA-1185

CSGPA-342 (R8) AG 538

- Involuntary Release of Retirement Eligible
  Enlisted Personnel
   Promotion Eligibility Report
   Composite Scores of Officer Candidate Appli-
- cations



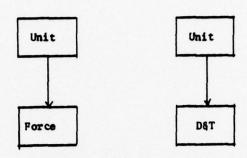
2 - AG 558

- OCS Enrollment and Graduation Report



3 - ATPER-79

- Airborne Volunteer



4 - CSOCS-62

- "Blue Bell" Suspected Misconduct or Mismanagement

CSGPA-686

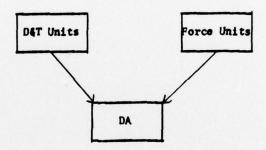
- "Blue Bonnet" Training and Troop Movement Accidents

OPO-132

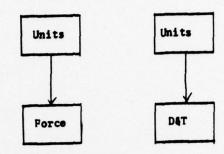
- Survey of Junior Officer Retention

DD-M(AR 907) CSGPA-1175

- Military Absentees
- Weekly Report of Active Army Separatees



5 - AHAAG-1020 Strength of Personnel Control Facilities



# REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE AG

DIVISION Military Personnel
BRANCH Personnel Actions
SECTION

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA(S) Military Personnel

7.	•	0	. v-	11-Ψ	. 2	0		
Involuntary release of retirement eligible enlisted personnel	Weekly Report of Active Army separations	"Blue Bonnet" training and troop movement accidents	Promotion Eligibility Report	Airborne volunteer	Officer Candidate School AG-558 enrollment and graduation report	Composite scores of offi- cer candidate applica- tions	(a) Title/Name of Report	MANE OF INDIVIDUAL CONTACTED LTC Mayo
CSGPA- 1185	CSGPA- 1175	CSGPA- 686	CSGPA- 342 (R8)	ATPER-79	AG-558	offi-AG-538	(b)	ACTED LIX
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							) <u>a</u>	
AG	AG	AG	AG 	<b>A</b> G	<b>a</b>	AG	(d) Origination	
DA Ltr, 3 Dec 71	1A msg 121236Z Oct 71	AR 385-40	AR 600-200	CONARC Sup 1 to AR 614-200	AR 351-5	AR 351-5	(e) Authority	
NO	NO	NO	NO	₹	NO	NO	(f) CONUSA	PI
NO	NO	NO	NO	NO	NO	8	(g) CONARC	PHONE # 92
NO	NO	NO	NO	NO	NO	NO	(h) Change	923-2880
	Required by DA msg 0514 Oct 71		Consolidated and forward to DA	Required by AR 614-200			(1) Explanation	

CONUSA Survey (cont)

	.7.	6.		0	w	2.			
Z-Y-II-¥	NONE	NONE	NONE	Used for distribution of promotion quotas	NONE	NONE	NONE	Use	. C)
	YES	NO	YES	. 185	YES	YES	YES	Fwd	8
	NO	NO	NO	Ž	NO	NO	NO	Disposition Input Ret	3
	NO	NO	NO	Č	NO	NO	NO	Retained	(B)
	DA	N/A	DA	DA	CONARC	DA	DA	Fwd to	(n)
	N/A	N/A	N/A	N A	N/A	N/A	N/A	Rpts to Inst	(0)
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Initiated by	
								Rqmt	
								Auth	<b>(9)</b>
								Actual	
		Report goes directly to DA from installation	15					Remarks	(4)

# REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE AG
DIVISION Military Personnel
BRANCH Personnel Actions
SECTION

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA(S) Military Personnel

PHONE # 923-2880

	11. Suspected criminal conduct wrongdoing or mismanagement in the Army "Blue Bell"	10. "Strength of personnel control facilities	7-II-¥	<ol><li>Survey of Junior Officer retention</li></ol>	3. Vilitary absentees	(a) Title/Name of Report	MAME OF INDIVIDUAL CONTACTED LTC Mayo
	CSOCS- 62 (MIN)	1 AHAAG- 102		cer OPO-132	DD-M(AR 907	rt RCS	L CONTACTED L
·	×	×		×		[B	TC Mayo
						(c)	
	AG	AG		AG	AG	(d) Origination	
	AR 1-55	1A msg 03 May 71	AGDA(A) (25 Aug 70 OPOPME, 27 Aug 70	DA ltr	AR 630-10	(e) Authority	
	NO	YES		NO .	NO	(f) CONUSA	
	8	NO	· · · · · · · · · · · · · · · · · · ·	NO	NO	(g) CONARC	PHONE # 92
	NO	YES		NO	NO	(h) Change	923-2880
		First Army requirement	16	<b>~</b>		(i) Explanation	

CONUSA Survey (cont)

****	0	12 11 1	11.	10	.9	.00		,
		<b>7-∀-II-∀</b>	Info	Monitor strength of PCF	NONE	NONE	Use	(e)
			YES	. NO	NO	NO	Fwd	8
			NO	YES	NO	NO	Disposition Input Ret	3
			NO	YES	NO	NO	Retained	(B)
			DA		N/A	N/A	Fwd to	(a)
			N/A	N/A	N/A	N/A	Rpts to Inst   Initiated by	(0)
			N/A	N/A	N/A	N/A	Initiated by	
							Rqmt	
							Personne 1	(g)
							Actual	
		17			Report goes directly to DA from installation.	Report goes directly from installation to DA	Remarks	(b)

## CONUSA Survey (cont)

99	MIL PERS DIV	FERS ACTIONS
	DIV	0.1
	CONARC Disposition	BR (r)

- . AG-538 N/A. Report goes directly to DA from FUSA.
- 2. AG-558 N/A. Report goes directly to DA from FUSA.
- ATPER-79 Used by CONARC to monitor airborne recruiting in CONUS. Information is given to DA on an as requested basis.
- . CSGPA- N/A. Report goes directly from FUSA to DA. 342
- CSGPA- N/A. Report goes directly from FUSA to DA. 686
- 6. CSGPA- N/A. Report goes directly to DA from installation.
- . CSGPA- N/A. Report goes directly from FUSA to DA. 1185
- 8. DD-M (AR) N/A. Report goes directly from installation to DA. 907
- . OPO-132 N/A. Report goes directly from installation to DA.
- 10. AHAAG- N/A. Report goes directly from installation to FUSA.
- 11. CSOCS- N/A. Forwarded by CONARC to DA. 62

### CONUSA ANALYSIS PERSONNEL MANAGEMENT

- 1. CONUSA Findings. Personnel management functions for First US Army are performed by the Personnel Management Branch, Military Personnel Division, Office of the Adjutant General.
- a. The primary role of FUSA in the area of personnel management is to act as an intermediate command between the installation and CONARC or between installation and DA. Personnel requirements received from DA and CONARC are disseminated to installations and installation responses are reviewed, consolidated, and forwarded by FUSA to the requiring headquarters. FUSA retains approval authority for selected personnel management functions and also performs internal personnel management which involves maintenance and monitorship of unit strengths, conducting Command Personnel Management Inspections (CPMI), levying personnel for special requirements, and disseminating personnel management information to the field.
- b. FUSA requires installations to forward personnel requisitions for validation, strength reports, and those actions which require approval at FUSA, CONARC, or DA. FUSA provides the installation personnel policies and information, reassigns personnel within the Army area with DA concurrence, levies personnel, processes levy deferment and deletion requests from installations, and provides personnel assistance as required.
- c. FUSA provides CONARC strength figures, personnel reports, requisitions, and recommendations on those personnel actions which require decision at CONARC or DA.
- d. The FUSA handles reassignment of personnel within the FUSA area with DA approval.
- 2. Validation of Installation Survey Conclusions. Personnel management functions are generally performed at installation level. Authority to approve the majority of personnel management actions has been delegated to commanders exercising General Court Martial authority which, in most cases, is at installation level. Survey of Headquarters, First US Army substantiated the fact that regardless of whether Organizational Concept I, II or III was implemented, the only significant change in the personnel management area at installation level would be an increased span of control for DA and different reporting channels for installations forwarding reports and hard-copy personnel management actions through command channels for approval.

### Punction/Report Evaluation.

a. There are 38 spaces authorized for performance of the military personnel management functions at FUSA. In addition, there are seven spaces authorized in the Office of the AG and two in the Office of the Chief, Military Personnel Division (MPD). These are part of the 528 spaces authorized for AG. The individuals assigned to the AG's and Chief, MPD Offices, provide supervision, make policy, coordinate AG functions, and perform internal advisory and management activities. Thirty-one individuals are utilized in the Personnel Management Branch, nine in the AG's Office, and two in the Office of the Chief, Military Personnel Division. A list of reports

submitted by the Personnel Management Branch and the CONARC disposition of each is attached as Inclosure 2.

- b. Transfer of functions and spaces.
- (1) Functions performed by the Personnel Management Branch should be transferred as indicated below:
  - (a) Area Command None,
  - (b) Force Command N/A.
- (c) D&T Command The two sub-functions of monitoring trainee/
  student classification and assignment actions at training centers
  and service schools and monitoring personnel management operations
  of personnel processing activities should be assumed by D&T Command.
  There are five spaces presently authorized for these functions at
  FUSA. Two reports, depicted in paragraph 1, Inclosure 1, are related
  to this area.
- (d) Both Force Command and D&T Command:
  All of the sub-functions which are accomplished by the Personnel
  Management Branch, except the ones specified in paragraph 3b(1)(c)
  above, should be transferred to both Force and D&T Commands. Presently, 33 spaces are utilized for these tasks. Allocations of these
  33 spaces between Force and D&T Commands will be dependent on the
  population of each command. Eleven reports relate to this area
  as depicted at paragraphs 2-6, Inclosure 1.
  - (e) Installation None,
  - (f) DA None.
- (g) Elimination No functions can be eliminated, but the report, RCS ATPER-147, Strength of Active Army in Support of Reserve Components, can be eliminated. The report, ATPER-279, Status of Drill Sergeant Candidates Recruited by East and West Coast Recruiting Teams was just cancelled by CONARC.
- (2) Reports Only one of the 14 reports currently submitted by the FUSA can be eliminated. The ATPER-147(R1), which deals with the strength of Active Army in support of Reserve Components, can be eliminated since the normal strength reports which will flow from Area Command to Force Command contain this data. It is conceivable that the reorganization will cause the consolidation of certain reports, especially those relating to strength and that the total number will be reduced. Since these reports involve active duty personnel, D&T and Force Command will be the primary users with Area Command involvement being limited to routine strength reporting. The proposed flow of reports is depicted at Inclosure 2 and follows the recommended transfer of functions discussed above.

### 4. Conclusions.

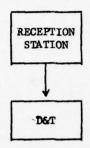
- a. All personnel management functions which are presently performed by the Personnel Management Branch, FUSA AG, except two, should be transferred to both Force and D&T Commands.
- b. Transfer of the above functions will shift 33 spaces and 11 reports related to those functions to Force and D&T Command. The number of spaces allocated to Force and D&T Commands will be dependent on the population of each command, but it is envisioned that the majority of the spaces will go to Force Command. Consolidation of these spaces with those of other CONUSA's should result in a personnel savings.

- c. The remaining two sub-functions should be transferred to D&T Command with five spaces and two related reports.
- d. None of these functions will be assumed by DA, Area Command or installation.

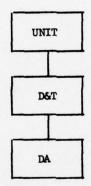
### 5. Recommendations.

- a. That all functions now being performed by the Personnel Management Branch, AG, except those indicated below, be transferred to both Force and D&T Command with 33 spaces and 11 reports.
- b. That the responsibility for monitoring personnel management in training centers, service schools, and personnel processing activities be given to D&T Command with five spaces and two reports.

1. ATIT-02(R2) - Reception Station Trainees ATPER-282 - Assignment of Classification Interviewers at Reception Stations



2. CSGPA-1020 - Stabilization of Safeguard Positions

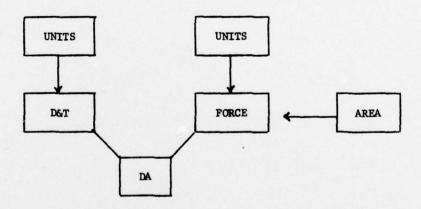


3. OPO-133 - Nuclear Duty Position Reliability Program Report

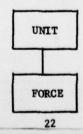
OPO-95 - Military Occupational Data Bank

OPO-37 - Current and Projected Colonel Requirements
OPO-23 - Forecast of Requisition for Officer Linguist Requirements

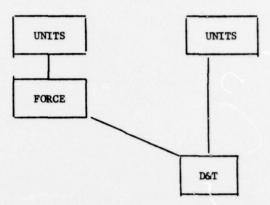
OPO-22(R3) - Current & Projected Enlisted Linguist Requirements



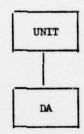
ATPER-193(R2) - Strength of High Priority Units ATPER-48(R5) - Personnel Status of CONARC Units (STRAF & Reforger)



5. ATPER-266 - Special Forces Volunteer Report



6. OPO-112 - Personnel Processing Station Operations OPO-65 - Control & Distribution of Trainees



CONUSA SURVEY

NAME OF STAFF SECTION/OFFICE AG
DIVISION Military Pers Div
BRANCH Personnel Management
SECTION

NAME OF INDIVIDUAL CONTACTED MAJ MIXSELL

DATE OF INTERVIEW 1 2 April 72

PHONE # 923-2205/2453

FUNCTIONAL AREA (S) Military P rersonnel

			1	
Strength of Active Army ATPER-147 in Support of Reserve (R1) Components	Personnel Status of CONARC Units	Reception Station Trainees	(a) Title/Name of Report	
ATPER-147 (R1)	ATPER-48 (RS)	ATIT-02 R2) (Min)	(b) RCS	
*	×	elephonic	E (c	
		·	I B	
Staff Admin Asst or Prof of Mil Science	Company/ Detachment	Reception Stations	(d) Origination	
1A Reg 335-2	CONARC REG 6CO-1	CONARC REG 612-205	(e) Authority	
***************************************	No	8	(f) CONUSA	
Yes	Yes	Yes	(g) CONARC	
₩.	М	₹	(h) Change	
Requirated by CONARC IS mag ATPER-MPD-S 5 59148, Jun 68	CONARC E required report	CONARC is required report to which goes from Researchion stationens direct to CONABLEC.	(1) Explanation	

2

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Special Forces Volunteer Report

ATPER-266 Telephonic (Min)

Punch card

Para 10, CONARC Suppl 1 to AR 614-200

8

Yes

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CONARC C from Installilation Goes dicirectly to

Install AG

Strength of High Priority Units

ATPER-193 elephoni (R2)(Min)

Deploying unit CONARC REG

8

Yes

₹

COMARC i required report t

	5. NONE	determine pers shortages in ceploying units rallable CONUSA its are com- red to shortag for possible file	of Active duty asg strength by category (off, WO, EM). Info put on charts for CG briefings	2. Used to determine readi Posture	1. None	Use	(C)	
		Les .	eg V			-		CONOCIO
	8	Yes	Yes	. 8	No .	Fwd	R	Car Ac
	8	Yes	Yes	No	No	Disposition Input Re	Ξ	לטוסטה מתו ארץ (נמוני)
_	No	No	₹	Yes	No	Retained	(m)	
-	N/A	CONARC	CONARC and FUSA DCSPER	CONARC	N/A	Fud to	(n)	
	N/A	N/A	N/A	N/A	N/A	Rpts to Inst	(0)	
	N/A	N/A	N/A	N/A	N/A	Initiated by		
Name and Address of the Owner, where	Unk	N	N	-	Unk	Rqmt		
	Unk	P	N	۴	Unk	Auth	(d)	
	Unk	۲	N	E	Unk	Actual		
	Rpt goes directly from Instal to CON CONARC by telephone TC cards go from Instal to DA via Edgewood Arschal.	Rpt replaces the ATPER-1/8 rpt and/or ATPER-55 rpt for designated units.	Could possibly be eliminated and data obtained from other reports/data tapes available to CONARC	Recommended for elimination. Data available in automated files at CONARC. Monthly Rpt	Report is submitte 3 times per week	Remarks	(9)	
			~			1		

CONUSA SURVEY

NAME OF STAFF SECTION/OFFICE AG DIVISION Military Personnel BRANCH Personnel Management SECTION

MAME OF INDIVIDUAL CONTACTED MAJ MIXSELL

FUNCTIONAL AREA (S) Military Personnel

DATE OF INTERVIEW 18 April 72

PHONE #

,		V		C	1 1
	<ol> <li>Current and Projected Enlisted Linquist Requirements</li> </ol>	8. Stabilization of Safeguard Positions	7. Assignment and Utilization of Classification Interviewers at Reception Stations	6. Status of Drill Sergeant Candidates Recruited by East and West Coast Recruiting Teams	(a) Title/Name of Report
	0P0-22 (R3)	)SGPA-1020	ATPER-282	ATPER-279	(b) RCS
	<b>×</b> .	×	×	×	(C)
					In
	MI Det, SF Gp and USA Advisor Gp (NG)auth linguists	USA Signal School, Fort Monmouth, N.J.	Reception Stations	Company	(d) Origination
	AR 611-6 and 1A Reg 614-11	CONARC Ltr, ATTER-MPD-EO 21 May 68 CONARC Y 65329, 18 Sep 68; 1A CIR 614-33	CONARC msg O41532Z Jun 71	CONARC Ltr, ATPER-MPO- EO, 18 Feb 71 w/lst Ind AHAAG- FM, 7 Mar71	(e) Authority
	No	М	No	N	(f) CONUSA
80	No	Yes	Yes	Yes	(g) CONARC
	No	₹	₹	₹	(h) Change
	1	Report goes directly to CONARC with info cy to FUSA	CDNARC required %	CONARC required report	(i) Explanation

CONUSA Survey (cont)

1								
NONE		of Safeguard positions for stabilization	8. Identification	/· Mone	obtain duty positions of drill sergeants	Use		(0)
Yes		No	ien	₹ .	Yes	Fwd		8
No		No		8	No	Input	Disposition	3
₹		No	,	М	No	Retained	tion	(B)
CONARC		No		CONARC	CONARC	FWd to		(a)
N/A		N/A		N/A	N/A	kpts to Inst	7	(0)
N/A		N/A		N/A	N/A	initiated by	Taitintal bu	)
1		٦		. , , , ,	N	Komt		
1		1		נ	. 20	Auth	Personne l	(q)
1		1		μ	N	ACTUAL		
	Use dirrect coordination between CONARG & Ft Monmourith.	Only cone Safeguard position in FUSA.	27	PMOS foor classification Interviewer and personnel specialist in the responsibility rests with installation. Report of little value.	Possiblile elimination because of drill sergeaint strength and disapproval of DS applicitations.	VEHOTYS	Pomorka	(a)

CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE AG
DIVISION Military Personnel
BRANCH Fers Ngmb
SECTION

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Kilitary Personnel

	jected Colonel requirements	12. Control and distri- bution of Trainees	13. Military Occupation- OPO-95 al Data Bank (R-1)	14. Personnel Processing OPO-112 Station Operations	15. Nuclear Duty Position 0PO-133 Reliability Program Report	
	0P0-37	0PO-65 (MIN)	OPO-95 (R-1)	OPO-112	0PO-133	
	×		×	. ₩	×	
,		X				
	auth 06 positions	Rec Sta and Ing Cen AG	Unit Personnel Offices	USA Pers Cen	Unit Commander	
	AR 614-102 w/conarc Suppl 1	AR 614-200	AR 611-3	AR 612-90	AR 611-15	
	no	no	no	no	no	
	no	) )	no	no	no	
	no	B	no	no	ю	
			3	28		

1.11

COMUSA Survey (cont)

U					0			1
	15. None	14. None	13. None	12. None	11. Pro- ject OOL require- mants	10. None	Use	(0)
	Yes	No	Yes	No	No	Yes	Fwd	(k)
	No	No	No	No	Yes	Yes	Disposition Input Re	(1)
	No	No	No	No	N	No	Retained	(B)
	DA	No	DA	N/A	DA	DA	Fwd to	(n)
	N/A	N/A	N/A	N/A	ою-37	N/A	Rpts to Inst	(0)
	N/A	N/A	N/A	N/A	DA	N/A	Initiated by	
	, N	UNIX	-1	UNIX	N	_	Rqmt	
	-	UNIX	_	UNK	2	-	Auth	( <del>p</del> )
	-	UNK	-	UNK	~	_	Actual	
		Report sent direct to CONARC & DA. Info cy received at FUSA		Reports do not go throwugh FUSA	Each instal is furnished that portion of the consolidated report as pertains to that HQ	Could be consolidated a mith OPO 22. Report forwarded a direct to DA with info cy to CONMARC	Remarkis	(4)
	29							

# CONUSA Survey (cont)

(S MANAGEMENT BR (r)
L PERS DIV CONARC Disposition

. OPO-133

N/A. Report goes from FUSA to DA.

## CONUSA ANALYSIS REENLISTMENT

## 1. CONUSA Findings.

- a. The primary role of FUSA is to serve as an intermediate HQ monitoring and supervising the Army-wide reenlistment program. This entails furnishing statistical reports to CONARC and conducting inspections and staff visits to subordinate elements.
- b. Installations are required to furnish statistical data to FUSA for subsequent transmittal to DA. The FUSA, in turn, conducts inspections, disseminates policy and guidance generated at FUSA or received from higher HQ.
- c. FUSA serves CONARC by providing a command link to subordinate units and also in the consolidation and submission of statistical reports.
- d. FUSA does not perform any direct function for DA in this area.
- 2. Validation of Installation Survey Conclusions. The Reenlistment function was not studied at installations. Analysis of this function reveals, however, that there will be no impact on installations under any of the proposed organizational concepts.

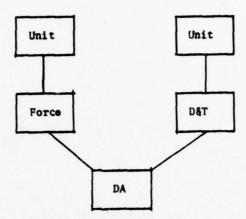
## 3. Function/Report Evaluation.

- a. Five spaces are authorized at the FUSA to perform this function and are part of the 528 authorized the Adjutant General. A list of reports submitted in this area is attached.
  - b. Space Distribution/Reports.
- (1) Space Distribution. The functions performed by FUSA will be required at both D&T and Force Commands. The Area Commands also have a reenlistment function to perform pertaining to Reserve Components; however, they are staffed separately for this mission. Recommended function and space distribution is as follows:

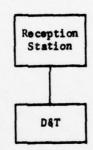
Category	Supervise Program	Conduct Inspections and Staff Visits	Area Support for Career Counseling
Area Command	None	None	None
Force Command	1	1	None
D&T Command	1	1	None
Installation	None	None	None
DA and Other	None	None	None
Eliminate	None	None	None

A savings of one space is realized in that area support for career counseling can be satellited on the closest military installation to the individual requiring this service. This is feasible since all installations/activities throughout the Army are required by regulation to have a reenlistment NCO.

- (2) Reports. Neither of the 2 reports submitted by FUSA can be eliminated. They will merely flow through different channels as follows:
  - (a) CSGPA-1144 Reenlistment Statistics



(b) ATPER-174 - Personnel Enlistment/Extension at Reception Stations.



NOTE: Force Command is not involved since it is assumed D&T will control all reception stations.

## 4. Conclusions.

- a. Force and D&T Commands will be required to perform this function for active duty personnel.
- b. Area Commands will perform this function for Reserve Components and are staffed separately to perform the task.
- c. Area support for career counseling can be accomplished by any installation.

## 5. Recommendations.

- a. That the reenlistment function together with the four spaces, two each, be transferred to D&T and Force Commands.
- b. That one space be abolished and the function of area support for career counseling be satellited on the installation.

CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE AG
DIVISION Millitary Pers Division
BRANCH Recollistment
SECTION

MAME OF INDIVIDUAL CONTACTED LTC Pietrzyk

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Military Personnel

PHONE #

			- 1	0	1
	2. Personnal enlist- mant/extension at Reception Stations		1	1. Reenlistment Summary (Parts I	(a) Title/Name of Report
	ATPER-174			CSGPA- 1144	(b) RCS
	×			· ×	IB
					c)
	Reception Stations	:		AG/DPCA	(d) Origination
	CON Cir 611-1, 17 Apr 70	VOLAR, 16Apr 71; and 1A Ind AHAAG-PR 4 May 71 (1)	Mar 71 w/con	DA ltr AGDA- A(M)(24Mar71)	(e) Authority
	No (7)			No (2)	(f) CONUSA
	Yes ( <u>4</u> )	•		No (2)	(g) CONARC
	No (5)			No (2)	(h) Change
cessed by CONUSA			(2) World-wide DA	(1) See col e for DA & CONARC linkage	(1) Explanation
		ATPER-174 X Reception Stations Stations Apr 70  CON Cir Apr 70  CONARC  (1)  No (2)  No (5)  (1)  Report required by CONARC  (5)  Report is not processed by CONUSA	ATPER-174 X  Reception Stations  Reception  Apr 70  Apr 70  And AHAG-PR  4 May 71 (1)  No (4)  No (5)	Mar 71 w/ON Ind ATPER- VOLAR, 16Apr VOLAR, 16Apr T1; and 1A Ind AHAAG-PR 4 May 71 (1)  ATPER-174 X  Reception Stations G11-1, 17 Apr 70  (2) World-wide Da directed  directed  (2) World-wide Da	CSGPA- X AG/DPCA DA ltr AGDA- No (2) No (2) (1) See col e for DA & A(M)(2LMar71) DCSPER-PD,3 Mar 71 w/CON Ind AFFER-VOLAR, 16Apr 71; and 16 Apr 71; and 16 AFFER-17L X Reception Stations Apr 70 Apr 70 (2) No (2) (1) See col e for DA & CONARC linkage (2) World-wide DA directed (2) World-wide DA directed (2) World-wide DA directed (2) World-wide DA directed (3) May 71 (1) Yes (4) No (5) (4) Report required by CONARC sessed by CONARC cessed by CONUSA

0			)	N/A	Compute monthly Coulistment accomplishments	Use	(3)	CONUS
				N/A	Yes	Fwd	(k)	SATES TO
	· · · · · · · · · · · · · · · · · · ·	The second second	0.47	N/A	Yes	Disposition Input Ret	(3)	CONUST SHEACH (COLL)
				N/A	No	Retained	(m)	
				N/A	CONARC	Fwd to	(n)	
				N/A	CSGPA-11կկ Reenl Summary	Rpts to Inst	(0)	
				Reception Stations	DA	Initiated by		
				_	_	Romt		
	n			UNK	- 0	Personne l Auth	(9)	
		Market 1		DNK	1 (3)	Actual	and produced in the second second	
	34				(3) 80 manhours per month required to complete this report	Remarks	(5)	

CONUSA Survey (cont)

MIL PERS DIV CONARC Disposition AG  1. CSGPA-1144 Used to monitor reenl								
BR	reenl	monitor	to	Used	1144	SGPA-		_
BR								
BR	-	-	-		-	-	-	100
BR								20
BR		uotitso	315	CONARC		ATO S	PER	TIM
							-	
				(r)	BR	TMENT	SITA	KEEL

listment progress throughout CONARC. Forward to DA for information.

## CONUSA ANALYSIS PERSONNEL ACCOUNTING BRANCH - ACTIVE ARMY SECTION

## 1. CONUSA Findings.

- a. The Personnel Accounting Branch (PAB), Active Army Section basically supports the requirements imposed by HQ DA. ARs in the 680 series and an automated system known as CARMOCS (or ASMIS (A) or AAPERS) establish the requirements. The Active Army Section is responsible for receipt, control, coding, analysis and processing of automated personnel and organization data. Some support is provided to the installation in the form of listings (CSGPA-1114). An extract of the basic files (Personnel (PMF) Organization (OM) and Authorized Strength (AS) is provided to CONARC for information and management. The PAB acts as the translator between the installation and HQ DA for automated personnel data.
- b. The CONUSA PAB receives from units not supported by an automated subsystem (PERMACAP or BASOPS) the DA Forms 1 and 1-1 and allied documents under the provisions of AR 680-1. These documents are controlled, coded, and prepared for input to the computer. For units that are supported by PERMACAP or BASOPS, the data is received in punched cards ready for input to the computer. Very little is done for the installation by the CONUSA PAB.
- c. The CONUSA forwards a tape extract of the Personnel Master File (PMF) and the Organization Master File (OMF) to CONARC twice monthly. The Authorized Strength File (ASF) is forwarded to CONARC once each month.
- d. The CONUSA PAB has a primary mission of supporting HQ DA requirements. Automated personnel data is forwarded on a daily or cyclic basis to the Personnel Information Systems Command (PERSINSCOM) under the provisions of ARs 680-100 and 680-200. In addition to the data, the CARMOCS package provides certain statistical data utilized at the CONUSA and by PERSINSCOM to monitor the system. Other reports provided are listed at inclosure 1 required by paragraph 3 below.
- 2. Validation of Installation Survey Conclusions. The CONUSA survey fully supports the recommended procedures set forth in the installation report. No changes are recommended.

## 3. Function/Report Evaluation.

- a. With implementation of BASOPS in FUSA, the Active Army Section was required to reduce spaces to support the BASOPS installations. As of June 1971 the authorized spaces for the PAB, Active Army were 64 enlisted and 32 civilian. Currently, the Section is operating with an authorized strength of 40 enlisted and 35 civilians, a net reduction of 21 spaces. The actual strength, at the time of the survey, is 23 enlisted and 30 civilians, or 22 spaces below the current reduced authorization level. A complete authorized/actual strength chart by each element is provided at inclosure 2. Inclosure 1 provides a list of reports. The Active Army Section is responsible for preparation of 21 reports, two of which are forwarded to CONARC, 15 to HQ DA, three to RCPAC and one to installation. All of these reports will be required after reorganization and will be prepared by SIDPERS when fully extended.
- b. Spaces required for the Active Army processing will be required at the installation level with the implementation of the Standard Installation/Division Personnel System (SIDPERS). It is unlikely that any

spaces can be saved considering that 21 spaces have already been reduced as a result of BASOPS implementation. A proposed staffing guide for the SIDPERS Interface Branch is provided as inclosure 3. White the staffing guide requires additional personnel in the SIDPERS Interface Branch, those additional spaces are trade-offs from other areas that were non-automated prior to SIDPERS. These areas include Automated Orders Preparation, Automated Requisitioning and Automated Assignment subsystems. No increase in authorized spaces is anticipated because of SIDPERS. The 96 spaces are a part of the 528 authorized the Adjutant General.

c. Additional Item. By utilizing the proposed staffing guide at inclosure 3, and making an assumption that the servicing strengths at Forts Lee and Knox will not exceed 8,000 and 24,000 respectively, the SIDPERS Interface Branch requirements should not exceed 14 personnel for Fort Lee and 32 personnel for Fort Knox. The current BASOPS operations at the two installations currently have 20 for Fort Lee and 16 for Fort Knox. The above SIDPERS requirements are obviously estimates and must be adjusted accordingly at the time the SIDPERS Interface Branch is established. As indicated by the staffing guide, civilian personnel may be substituted. Local conditions at the time of the SIDPERS implementation must be analyzed and all factors considered before any firm conclusions regarding personnel spaces can be made. Additionally, the extension of SIDPERS is not associated in any way with the reorganization study and will be accomplished without regard to reorganization conclusions. Consequently, additional requirements or savings cannot be attributed to this study.

## 4. Conclusions.

- a. Before SIDPERS is fully extended, the Personnel Accounting Branch, Active Army Section must remain intact. Because of the requirement to perform the interface between the installation or division and HQ DA, the command structure recommended by the reorganization study does not apply to this function. The emphasis in this particular function is not on command structure or dependent upon reorganization, but is limited to hardware, communications channels, and interface requirements imposed by HQ DA.
- b. After SIDPERS is fully extended and direct reporting becomes a reality, the Personnel Accounting Branch, Active Army Section can be eliminated. The authorized spaces, functions and assigned personnel will then be absorbed by the installations operating in the SIDPERS environment. All reports and functions now performed by the Active Army Section will be performed by SIDPERS.

## Recommendations.

- a. As an interim solution, before full extension of SIDPERS and the capability at HQ DA to respond to direct reporting, recommend that no changes be made to the Personnel Accounting Branch, Active Army Section at the CONUSA.
- b. After full extension of SIDPERS, direct reporting to HQ DA will eliminate the necessity of performing the interface at the CONUSA level and this function should be eliminated. After full extension of SIDPERS and direct reporting to HQ DA, recommend that the Active Army Section at CONUSA level be eliminated. The functions and requirements now performed by the Active Army Section will be performed by SIDPERS. Authorized spaces now in the Active Army Section will be distributed to the SIDPERS installation.

DATE OF INTERVIEW 18 April 1972

NAME OF STAFF SECTION/OFFICE AG
DIVISION
BRANCH Pers Acct.
SECTION Active Army

MAME OF INDIVIDUAL CONTACTED CFT Behler, G.R.

FUNCTIONAL AREA(S) Military Personnel

PHONE # 3941

œ		6.	A-V-	F	·	N:	7:	
Sample Survey of Mil Pers	Language Fluency Quest	Initial Unit Str for USAR & AG-574 ARNGUS Ord To Act, Dy	Personnel Data Change Report (Form 1-1)	Current Auth Off Str	AWOL Statistical Report	DFR, rtn fr	Morning Report (Form 1)	(a) Title/Name of Report
оро-126	0P0-51	AG-574	40-546	<u>40-412</u>	AG-306	AG-190	VG-THO	RCS
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Print- out X		Cards		Cards X	Cards	Cards		100
CONUSA -DA	UPS	Unit	UPS	CONUSA	Unit	Unit	Unit	(d) Origination
AR 600-45	AR 611-16	AR 680-24	AR 680-1	AR 680-16	AR 680-10	AR 680-12	AR 680-1	(e) Authority
, NO	8	No.	NO	NO	NO	8	NO	(£)*
NO	8	NO	NO	NO	, on	NO	NO	(g)*
NO	NO	NO	No	NO	No	NO	NO	(h)* Change
Term digits are determined by DA and fwd to Maj Comd. Maj Comd extract data based on the term digits, send lists to UPS for completion and return. CONUSA controls the forms and fwd to DA.	Language Fluency Quest. are prepared daily or as required by the UPS and forwarded to HQ DA.	Reserve units ordered to Active Duty are required to submit morning reports through Active Army channels. This has not happened since 1970 with the New York postal strike.		38				(') Explanation

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		,								Remarks	(9)	

CUNUSA SURVEY (cont)
FUNCTIONAL AREA: MIL PERS

0

Pers Accts ACTIVE ARMY

(r) CONARC Disposition

- N/A
- 2. N/A
- 3. AG-306 AWOL Statistical Report Each CONUSA provides CONARC the punched cards regarding AWOL's: CONARC rolls-up the records and prepares a consolidated CONARC report for CONARC DCSPER.
- N/A
- A/N
- N/N
- N/A
- N/A

4

CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE AG
DIVISION
BRANCH PETS ACCT
SECTION ACCTIVE ACTUVE

FUNCTIONAL AREA(S) Military Personnel

DATE OF INTERVIEW 18 April 1972

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Military Personnel	Systems Effectiveness Report	Act Army Enl Pers Reasg Gain and Misc Trans	Act Army Enl Pers Accessions and Separation Trans.	Off Accession and Separation Trans	Off Reasg Gain and Misc Trans	PERMACAP	(a) Title/Name of Report	MANE OF INDIVIDUAL CONTACTED
CSGPA-	CSGPA-	704 7488	CSGPA~ 11.04	CSGPA- 1102	CSGPA-	CSGPA- 1092	(b) _ RCS	IACTED CPI
							18	CPT Behler, G.R. SFC Fenrick
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AR 680-18	DA Ltr,ACRZ 10 Jan 70	AR 680-200	AR 680-200	AR 680-100	AR 680-100	AR 680-4	(e) Authority	
NO	NO	No	8	No	NO	NO	(f) *	· P
NO	NO	NO	. 30	No.	NO	NO	(g) * CONARC	PHONE # 39
 NO	NO	8	NO	NO	NO	NO	(h)* Change	3941
			41				Explination	

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	· YES	YES	NO	NO	NO	NO	NO S	Fwd	<u>S</u>	USA Surv
	SEE	NO	YES	15	SEE SEE	ES.	YES	Dispos	3	CONUSA Survey (cont)
	NO	No.	NO	NO	NO	NO	NO	Disposition Input Retained	(m)	
	RCPAC	DA	DA	DA	DA	DA	DA	Fwd to	(n)	
	CSGPM-11114	N/A	N/A	N/A	N/A	N/A	N/A	Rpts to Inst	. (0	
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Initiated by	(0)	
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	25	F	30	30	30	30	ך	Auth	( <del>0</del> )	
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42					•	יים ביים ביים	This individual is primarily for control	Remarks	(4)	

FUNCTIONAL AREA: MIL PERS

Pers Accts (r)

ACTIVE ARMY CONARC Disposition

14. N/A

1. ...

13. N/A

11. N/A

N/A

10. N/A

N/A

43

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE AG
DIVISION
BRANCH Pers Acct
SECTION ACTIVE ATMY AG

FUNCTIONAL AREA(S) Military Personnel

DATE OF INTERVIEW 18 April 1972

	1. Special Reserve Components Program Pers. (SRCP)	0: Z-10, Z-20, Z-30	9. Consolidated Pers Rept tem (CONFERS)	1. Active Army Locator System (AALOC)	L. BASOFS -MPNS		Enl Strength Audit	(a) Title/Name of Report	MAME OF INDIVIDUAL CONTACTED
	NOME	NONE	MIPER-	cs@-0- 322	CSGPA- 1155		CSGPA- 1130	(b) RCS	TACTED CPT
		•						la C	CPT Behler, SFC Fenrick
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	Unit t/UPS	CONUSA	CONTUSA	DCSOPS-UA	Unit/UPS	4.	CONUSA	(d) Origination	
	AR 680-51	Ltr DCSPER- DPS, 9 Aug 71	CONARC TWX	AR 525-10	BASOFS User Manual		Ltr-DCSPER- 28 Sep 70	(e) Authority	
	NO	NO	NO	NO	NO	*	NO	(f) *	P
	NO .	NO	. ESS	NO.	No .	: •.	NO	(g) *	PHONE # 3
	NO	NO	NO	NO	NO		NO	(h) * Change	11/08
*Report governed by Army Regulations are changed by the proponent only.				44		research and update to CONUSA. This data updates the PMF which is used for preparation of many reports.	The str audit is initiated by CONUSA and sent to HQ DA. Hq DA makes comparisons and	(i) Explanation	

8-A-V-A	21.	/20.	115	18)		.16.			
	21. Update	Analysis	NONE	Update files	Update files	NONE	Use	(3)	Co.
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Pers Acctg FUNCTIONAL AREA: MIL PERS (cont)

CONARC Disposition

16. N/A

4

17. N/A

19. see inclosure for list of reports prepared from CONPERS - These reports are used as management tools in HQ CONARC.

20. N/A

21. N/A

REPORT TITLE	FREQUENCY	R.C.S
PHOS UTILIZATION TABLES:	M	ATPER-169
MOS DIRECTORY	м	ATPER-169
STATUS OF PMOS PRE-AUDIT REPORT	M·	ATPER-169
PRE-AUDIT ERROR REPORT		ATPER-169
STATUS OF PMOS POST-AUDIT	M	ATPER-169
POST-AUDIT ERROR REPORT	. M. :	ATPER-169
MOS TREND REPORT .	M	ATPER-169
STATUS OF ENL GRADE E6-E9	<u>M</u>	ATPER-169
STATUS OF OFF GRADE 03-06	М	ATPER-169
RECAP OF 3 CHAR PMOS BY CMD .	M	ATPER-169
ENL PMOS SQT BY CMD	м	ATPER-169
OFF INV BY CMD/BR AND GRADE	M	ATPER-169
STATUS OF ADP MOS	. 0	ATPER-169
ENLISTED ETS REPORT	SA	ATPER-169
M/R STRENGTHS REPORT	M:	ATPER-169
BOOK 2 - M/R STRENGTHS	M	ATPER-169
UNIT LIST REGISTER BY UNIT NUMBER	М	ATPER-169
SPECIAL ENLISTED MOS REPORT	M	ATPER-255
UIC ERROR LISTING	M	ATPER-169
UIC MASTER LISTING	M	ATPER-169
ASE UNMATCHED PRINT	. M	ATPER-169
ENL ETS UNMATCHED REPORT	м.	ATPER-169
ENLISTED ASI REPORT	M	ATPER-169
EM SVC OUTSIDE PHOS REPORT	AR	ATPERADZ61
STATUS OF DMOS BY STA TOE	AR	OPO-07-120
STATUS OF DIOS BY STA TOA	AR	OPO-07-120
CONARC INFORMATION OFFICERS RPT	0 /	NONE

	AGGREGATE	IGMR	FGGM Total	Sub Total	Pers. Acctg.	Ret. Points	Reserve Forces Sec	Sub Total	Qual. Assur	Org Repts & Ctrl	ADP Analysis	Data Analysis	Active Army Sec	Sub Total	Pers. Acctg, Br	ORGANIZATIONAL ELEMENT
	1	0	1	0	0	0	0	0	0	0	0	0	0	1	1	OFF
	74	2	72	5	1	4	0	64	0	17	7	37	ω	ω	. ≥ 3	ENL
	67	17	50	18	5	12	1	32	0	3	8	18	ω	0	0	(JUNE 71)
	142	19	123	23	6	16	1	96	0	20	15	55	6	4	4	TOTAL
	1	0	1	0	0	0	0	0	0	0	0	0	0	1	1	OFF
	45	2	43	2	0	2	0	40	6	10	4	17	3	1	1	AUTH (CURRENT)
	79	25	54	18	7	10	1	35	5	4	8	15	3	1	1	CIV
	125	27	98	20	7	12	1	75	11	14	12	32	6	ω	u	TOTAL
	1	0	1	0	0	0	0	0	0	0	0	0	0	1	1	OFF
· ·	27	2	25	2	0	2	0	23	1	10	1	9	2	0	0	ACTUAL
	76	25	51	20	7	11	2	30	2	w	80	14	ω	1	1	CIV
	104	27	77	22	7	13	2	53 48	w	13	9	23	5	2	2	TOTAL

SIDPERS INTERFACE BRANCH/DIVISION PERSONNEL STAFFING REQUIREMENTS FOR THE SIDPERS OPERATION

TOTAL	7.30	ana vet	Sata Anal	Personnel Records Data Analyst	Sr Personnel Records Data Anal	Chief Personnel Records Data Anal	Chief Personnel Records Data Anal	Personnel Orders Data Analyst	Personnel Orders Data Analyst	Peasonnel Unders Data Analyst	rol Resource Data And	Person of Calquiree Data Analyst		Record Data	Strength	Record Data	Organization Re ord Data Analyst	ization Record	Card Punch Operator	Punch	Citef. Data Reduction	, Data	Outrations Sergeant	Operation: Sergeaut	Assistant Chief	, SIBMERS Interface	, SIDPERS Interface	Chief, SIDPERS Interface Br	DESCRIPTION
	SP6	SP7	SP4	SP5	588	378	DSM	SP5	953	SEC	SP5	550	SEC	575	SSG	SFC	586	SEC	SP4	SGT	198	S5G	HSG	SGM	10	CPT	MA.J	LTC	6.R
	74620	74620	74020	74C20	74040	74040	74Z50 ·	74020	74C40	74640	74020	74540	74040	74020	74040	74040	74040	74C40	71 U20	711/40	7:140	71 U40	74750	74250	74100	\$2210	92210	92210	30%
	E3	£3	· E3	E3	ES	E 3		E3	E.	(L)	E3	E3	F	E3	E3	E3	E3	€3							7F	38	38	. 3B	PSI.
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(44)	-	>	31	UI	4.			2			2			2			-	_	7	7	-				1			and .	7
														49	)														

FIGURE 1

- Staffing is based upon servicing of 8,000 personne; and 8,000 authorized strength records and approximately 100 organization records
- Staffing is based upon servicing of 12,000 personnel and 12,000 authorized strength records and approximately 150 organization
- Staffing is based upon servicing of 16,000 personnel and 16,000 authorized strength records and approximately 200 organization records.
   This staffing is appropriate for the Army division AG company.
- Staffing is based upon servicing of 20,000 personnel and 20,000 authorized strength records and approximately 250 organization records
- Staffing is based upon servicing of 24,000 personnel and 24,000 authorized strength records and approximately 350 organization records
- Staffing is based upon\_servicing of 28,000 personnel and 28,000 authorized strength records and approximately 450 organization records
- Staffing is based upon servicing of 32,000 personnel and 32,000 authorized strength records and approximately 500 organization records
- Staffing is based upon servicing of 2,000 or less personnel and authorized strength records. for SIDPERS operations. This is the minimum personnel staffing
- 9. General. a. Most SIDPERS staffing requirements can be determined within the variety of populations serviced as indicated in Notes 1 through 7, above. SIDPERS minimum staffing requirements, Note 8, are based upon the complexity of SIDPERS functions and not on number of records maintained. When the number of records de not correspond, (there is a significant inequally between personnel and authorized strength records, etc.) as indicated in Notes 1 through 8, special tailoring of the staffing requirements show the accomplished. For each SIDPERS operating activity, determine the number of personnel and authorized strength records to be maintained. Use the larger number, personnel or authorized strength, to select the appropriate staffing requirements. Make adjustments to the staffing for the other record populations based upon the following record increments:
- (1) One organization record data analyst per 250 organization records.
- records (2) One card punch operator per 4,000 personnel records and authorized strength records; one card punch operator per 6,000 personnel only; or one card punch operator per 8,000 authorized strength records.
- (3) One authorized strength record data analyst per 8,000 authorized strength records.
- (4) One resource data analyst per 8,000 personnel and authorized strength records. Resource data analyst is responsible for operating SIDPERS functions of automatic requisitioning of personnel and automatic assignment of personnel. Population of non-permanent party personnel should not be included to establish requirements for resource data analyst.
- (5) One personnel orders data analyst per 8,000 personnel records.
- (6) One personnel record data analyst per 2,000 personnel records. Installations with high populations of non-permanent party personnel should establish additional personnel record data analyst requirements to compensate for greater turbulence in personnel record keeping. One personnel record data analyst per 1,500 non-permanent party personnel may be used as criteria if operations are impacted by frequent turnover.

b. Establishing SIDPERS staffing requirements as military authorizations is encouraged in order to support world-wide operations of SIDPERS. Current civilian authorizations that can be correlated to the military staffing may be sustained if desired. However, civilian staffing should be attrited in favor of military staffing in order to provide adequate resources for deployment in contingency operations, and in order to rotate overseas military personnel to meaningful operations at which skills can be maintained.

c. Administrative support for the SIDPERS Branch will be provided by the local Adjutant General from other AG organization elements.

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# CONUSA ANALYSIS PERSONNEL ACCOUNTING BRANCH - RESERVE FORCES SECTION

### 1. CONUSA Findings.

- a. The Personnel Accounting Branch, Reserve Forces Section basically supports the requirements imposed by HQ DA. In this particular function, information on US Army Reserve personnel is provided to the Reserve Components Personnel and Administration Center (RCPAC), St Louis, Mo. The reserve unit and the individual is provided minimal support by the CONUSA automated reserve function. Listings (DA Forms 1379) are provided to the reserve unit for annotating and recording drill attendance of the individual reservists. Each reservist is responsible for providing data relative to his retirement point credit earnings other than drill attendance to the Reserve Forces Section.
- b. The CONUSA PAB receives from the units the annotated DA Form 1379, makes corrections and records retirement point credits earned. In addition, retirement point credits are posted from Active Duty Reports (DA Forms 220) Individual Performance of Reserve Duty Training (DA Form 1380) and Army Extension Course Certificate (DA Form 2328). In return, the individual reservist is provided the Retirement Point Credit record (DA Form 1383) annually and upon separation.
  - c. There are no CONARC requirements for this function.
- d. The Reserve Personnel Master File (RPMF) is updated at the CONUSA and provided to RCPAC twice monthly. The report of Reserve Duty Training and Retirement Point Credit records are provided to HQ DA, Washington, D.C. All other USAR reports are prepared by the RCPAC.
- 2. <u>Validation of Installation Survey Conclusions</u>. This specific area of military personnel has not been previously addressed in this study, and there is no reason to modify any previously recommended procedures based on this function. This automated reserve function will remain the responsibility of the Area Commander after reorganization.

## 3. Function/Report Elimination.

- a. There are no automated reserve reports forwarded to CONARC. Those reports prepared are forwarded either to RCPAC, HQ DA, Washington D.C., or to the individual and unit. The Reserve Forces Section is authorized two enlisted and 17 civilians at IGMR and five enlisted and 18 civilians at Fort Meade for a total of 42. There are four reports prepared, reference Inclosure 1, and all will be required after reorganization.
- b. Since the function will remain the responsibility of the Area Commander, and no modifications are anticipated, there is no reason to modify any strength requirements. This function will remain unchanged after reorganization. In the event the reorganization imposes a greater workload in terms of area servicing, care should be exercised to insure that additional resources are provided to accommodate that additional volume. The 42 spaces are a part of the 528 authorized the Adjutant General.
- c. Additional Item. At FUSA, this Reserve Forces application is split between Fort George G. Meade, Maryland, and Indiantown Gap Military Reservation (IGMR). This arrangement appears to be working satisfactorily, and no recommendation is made to change this situation. The IGMR element performs

the coding, analysis, and data reduction for personnel data changes reflected on the DA Forms 1379. All error research and analysis is performed at IGMR. Retirement point credits are posted at Fort Meade. All computer input is provided to the Reserve Forces Section at Fort Meade.

- 4. <u>Conclusions</u>. There appears to be no valid reasons for modifying or changing this basic function. It is now the responsibility of the CONUSA and will become the responsibility of the Area Commander. Spaces should not be affected unless an additional workload is imposed based on rearrangement of area command boundaries. In the event the workload should be increased, personnel resources must be increased proportionately.
- 5. <u>Recommendations</u>. Recommend that this function remain a CONUSA responsibility until such time as it becomes an Area Command responsibility. Recommend no changes be made unless workload requirements are changed.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE AG
DIVISION
BRANCH Pers Acct
SECTION Reserve Forces

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Military Personnel

NOTE:		Training and Retirement Point Credits and Records	3. Army Reserve Magazine	2. Report of Reserve Duty Training	-1V-A	Reserve Training (DA FM 1379)	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED
CSRSV-55. CSRES-109 CSRES-116 CSRES-170		None	None	OSRES-17		AG-534	RCS -	
		, ×				See Note X	III (c	CPT Behler SFC Fenrick
The resp changed These re forwards by RCPAC generate			Labels X	Print- out X		Print- out X	im	
The responsibility for these report changed from Pers Acct Div to RCPA These reports are prepared from the forwarded to RCPAC each month. Sof by RCPAC for the Reserve Processing generates a tape PMF for RCPAC.		Individual	CÓNUSA	Unit		CONUSA/Unit	(d) Origination	
the Sof		AR 140-185	AR 140-370	AR 680-50		DA msg AGRZ- SFC Aug 66	(e) Authority	
Loui Ary f desi	•	No	No	No		See Note Yes	(f) CONUSA	Į.
y, Mo.		No	No	NO	· · · · · · · · · · · · · · · · · · ·	No	(g) CONARC	PHONE # 3
		No	No	No		No	(h) Change	3941
	etc.) and are provided either annually or upon separation (or retirement) to the individual and to The Adjutant General, HQ DA.	DA Form 1383 are prepared from many sources (including DA Form 1380		54	annotated as individuals attend unit training. The listing is returned to CONUSA where it is coded, punched, and processed. IGMR also performs some coding and data reduction.	DA Form 1379 is prepared by CONUSA on the computer. It is forwarded to the Reserve unit where it is manually	(1) Explanation	

CONUSA
Survey
(cont)

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# CONUSA ANALYSIS MILITARY PERSONNEL BRANCH, DCSPER

- 1. <u>CONUSA Findings</u>. In addition to the military personnel responsibilities of the Adjutant General, First US Army, there are military personnel functions performed by the Military Personnel Management Branch, DCSPER.
- a. FUSA DCSPER receives guidance, policies and procedures for the distribution and management of military personnel from DA through CONARC. FUSA, in turn, disseminates information and guidance to installations and acts as an intermediate headquarters between installations and CONARC/DA for the transmission of those actions which require approval at levels above FUSA.
- b. FUSA validates the installations' requisitions, develops the Projected Requisition Authority (PRA), processes officer assignments to ROTC, USAR, and ARNG duty, monitors personnel readiness, and coordinates the assignment of individuals to support Reserve Component Summer Camps.
- c. FUSA relationship to CONARC is one of preparing personnel evaluations on readiness reports before they are forwarded to CONARC, reworking and distributing the CONARC PRA to installations, validation of requisitions, and consolidation and review of information and actions passing from installation to CONARC.
- d. The personnel functions in DCSPER requiring FUSA interaction with DA involve coordination with DA on officer assignments to ROTC, USAR, and ARNG duties.
- 2. Validation of Installation Survey Conclusions. Personnel tasks performed by the DCSPER would not be affected to any appreciable degree by reorganization other than to change routing channels. Analysis at FUSA revealed that there would be no impact on installations in this area under organizational Concept I, II, or III.

## 3. Function/Report Evaluation.

- a. Six spaces are authorized for this functional area with one additional space charged to the Military Personnel Branch as their share of DCSPER overhead. Ten reports are associated with DCSPER personnel functions as depicted on the forms at Inclosure 1.
- b. Analysis of the nine subfunctions performed by the Military Personnel Branch, DCSPER indicates that the functions, spaces, and reports should be transferred as indicated below:
- (1) Area Command The task of processing assignments of Active Army officers to ROTC, USAR, and ARNG duty, to include requisitions and clearances from ROTC institutions, should be transferred to the DCSPER, Area Command. Requisitions would follow normal command channels from Area Command to DA. There are 1.75 spaces authorized for this function. No reports are prepared in this particular area.
- (2) Force Command The task of coordinating the assignment of individual Active Atmy personnel to support Reserve Component Summer Camps should be made a responsibility of the Force Command. Area Command was considered but it was felt that since this function basically consisted of levying senior officers to serve as evaluators for the camps, more latitude would exist if Force Command had the responsibility. There are .125 personnel spaces authorized for this

function and no reports.

- (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command. The remaining seven functions relating to policies, programs, and procedures for military personnel distribution and management, personnel assignments, requisitions, Projected Requisition Authority, officer TDYs, and monitoring personnel readiness should be given to both Force Command and D&T Command since both will have the same responsibilities in these areas. Because one individual handles more than one function, it is estimated that 4.125 spaces are required at each of the headquarters, Force Command and D&T Command, to accomplish the required tasks. There are ten reports related to the above functions as portrayed in Inclosure 2. Consolidation of some reports will occur as specific requirements are determined and duplicate information eliminated thereby resulting in elimination of some reports.
  - (5) Installation None.
  - (6) DA None.
  - (7) Elimination None.

## 4. Conclusions.

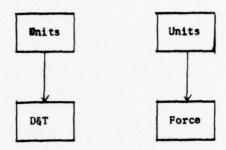
- a. All personnel management functions which are presently performed by the Military Personnel Branch, DCSPER, with the exception of officer assignments to ROTC, USAR, and ARNG duty and Active Army personnel support for Reserve Component Summer Camp, should be transferred to both Force Command and D&T Command.
- b. Transfer of the above functions will move 4.125 spaces to Force Command and D&T Command headquarters and ten reports.
- c. Area Command will assume responsibility for assignment of Active Army personnel to ROTC, USAR, and ARNG duty with 1.75 spaces but no reports.
- d. Force Command will coordinate the assignment of individual Active Army personnel to support Reserve Component Summer Camps with .125 authorized spaces and no reports.

## 5. Recommendations.

- a. That Force Command and D&T Command assume all personnel management functions presently accomplished by the Personnel Management Branch, DCSPER, with the exception of officer assignments to ROTC, USAR, and ARNG duty and individual support for Reserve Component Summer Camps.
- b. That 4.125 spaces and ten reports be transferred to Force Command and D&T Command from FUSA to accomplish the above functions.
- c. That 1.75 spaces be moved from FUSA to Area Command to handle the assignment of Active Army personnel to ROTC, USAR, and ARNG duty.
- d. That .125 spaces be shifted from FUSA to Force Command to coordinate the assignment of individual Active Army personnel to support Reserve Component Summer Camps.

1 - AHABA-16

- Strength Report



2 - OPO-117

ATPER-192 ATPER-74

- Movement of Personnel Overseas and Strength of US Army Per Centers
- Personnel Strength Reporting USATC
   Personnel Strength Reporting Staff and Faculty USCONARC Schools and HQ MASSTER

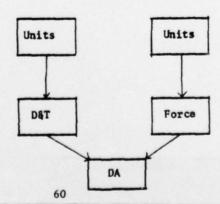


3 - ATOPS-39(CSGPO-265)

ATOPS-116 ATPER-55

AHABA-18 ATPER-144 OPO-91

- Command Summary Evaluation of Unit Readiness
- Unit Readiness (STRAF/REFORGER)
- Personnel Strength Reporting Divisions and Selected Units
- Band Strength Inventory
- FUSA Bandsman Shortages
- Officer Special Career Program Position Report



CONUSA SURVEY

HAME OF STAFF SECTION/OFFICE DCSPER
DIVISION Plans Programs and Operations
BRANCH Mil Pers Mgt
SECTION

DATE OF INTERVIEW 20 April 72

NAME OF INDIVIDUAL CONTACTED Mr Bavaria

FUNCTIONAL AREA(S) Military Personnel

PHONE # 923-2360

	Command Summary Evaluation of Unit Readiness	Unit Readiness	First US Army Bandsmans Shortages	Bandsmen Strength Inventory	Movement of Personnel Over- seas and Strength of US Army Personnel Centers	Officer Special Career Program Position Report	Personnel Strength Reporting US Army Training Centers	Personnel Strength Reporting Staff and Faculty CONARC Schools and HQ MASSTER	Personnel Strength Reporting Divisions and Selected Units	brength Report	(a) Title/Name of Report
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	DCSPER, FUSA	STRAF/REFORGER AR 220-1 units & instl w/Suppl	DCSPER, FUSA	each band in FUSA	Ft Dix only	DPO-DA	Army Ing Cen	Army Service Schools	'1/6 Cav; 10th SF Gp; 556th Med Co	DCSPER/AG	(d) Origination
	AR 220-1 w/Suppl	AR 220-1 w/Supp1	CON Reg 220-	1A Reg 220-	CON Msg 70284, 27 Dec 68	AR 611-115	CON Reg 600-	CON Reg 600- 10	CON Reg 600-	14 Reg 335-	(e) Authority
The second second	YES	NO	YES	No	₹	NO	NO	NO	NO	YES	(f) CONUSA
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ATOPS-116	ATPER-144	АНАВА-18	OPO-117	0P0-91	ATPER-192	ATPER-74	ATPER-55	AHABA-16	MIL PERS MGT BR
Used to monitor personnel readiness condition of all reporting commands.	Used to monitor strength of all bands in CONUS. Info is received from each CONUSA and analyzed for shortages. A copy of this report is provided to DA.	Used by CONARC to determine authorized and assigned strength of bands by MOS and projected shortages. This report is submitted as an inclosure to ATPER-144.	Used to monitor the number of personnel going overseas and processed by personnel centers. Info is forwarded to DA. 3	Used to identify officers assigned to special career programs. CONUSA reports are consolidated at CONARC. CONARC input is added, and all reports are forwarded to DA semi-annually. This report is also used by CONARC as a reference for approved and recognized career program spaces.	Used to monitor permanent party strength of training centers. Information is combined with ATPER-48 and ATPER-74 to make up the monthly CONARC strength summary which is furnished to DA.	Used to monitor strength of CONARC schools and HQ MASSTER. Information is combined with ATPER-48 and ATPER-192 to make up the monthly CONARC strength summary which is furnished to DA.	Used by CONARC to monitor strengths of STRAF and REFORGER units, ACRs, Divisions, and MASSTER. Info is forwarded to DA weekly.	N/A. Report is retained at FUSA.	(r) CONARC Disposition

10. ATOPS-39

Used to monitor personnel readiness condition of all reporting commands.

## CONUSA ANALYSIS CIVILIAN PERSONNEL

- 1. <u>CONUSA Findings</u>. The four questions are best addressed in the Civilian Personnel functional area by looking individually at each of the four sub-functions and its major component parts, as was done in Appendix 1 to Annex B of the CONUSA Study Report. The following provides that description and analysis. (A separate CONUSA Analysis form is not here provided for each sub-function, since Items 2, 3, 4 and 5 are the same for all four sub-functions.)
  - a. Management-Employee Relations Sub-Function.
  - (1) Civilian personnel labor-management relations program.
- (a) Staff role in bargaining unit determination. CONUSA function entails looking for units that can be combined, so as to minimize fragmentation. (Amount of activity and level of difficulty is directly related to the number of bargaining units granted exclusive recognition.)
- (b) CONUSA represents installations at Department of Labor hearings on unit determinations.
- (c) In connection with negotiated agreements, affords staff assistance to installations in attempt to resolve impasses, before such impasses go to the Federal Mediation and Conciliation Service (and, subsequently, to the Federal Service Impasse Panel, although none have yet gone that far). CONUSA provides the representation before FMCS -- it represents the installation.
- (d) Questions during negotiation are telephoned from installations to CONUSA for guidance. CONUSA provides an overview which affords consideration of the potential impact of the matter under question, as it is likely to impact outside the local installation (i.e., throughout the Army area).
- (e) Provides staff assistance toward resolution of Unfair Labor Practice Complaints arising at installations.
- (2) Incentive Awards. CONUSA monitors employee recognition (Quality Increases, Sustained Superior Performance Awards) with respect to DA-established sub-mission/adoption goals. CONUSA has evaluation responsibility for installation suggestions which require exception to or change of CONUSA/DA/CSC regulation.
  - (3) Equal Employment Opportunity. CONUSA effort has two aspects --
- (a) Comparison of minority employment with local labor market (this information is, or should be, already known at installation level),
- (b) Review of installation Equal Employment Opportunity Plans of Action. This last is done in conjunction with the EEO Officer for the CONUSA. The end result is approval of the installation plan, or redirection of the plan back to the installation with guidance for rework of pertinent items.
- (4) Grievances and Appeals. CONUSA serves as major command for review of grievances and appeals emanating from installations. If local commander disagrees with findings of the US Army Civilian

Appellate Review Agency with respect to a grievance or appeal, local commander may forward to CONUSA for determination. There is further right of appeal to DA from CONUSA decisions on <a href="mapea1">appea1</a> matters only. No CONARC involvement whatever.

- (5) Alcohol Control Program. CONUSA efforts in this new program (AR 600-300) thus far have been devoted to initial implementation of the AR, and several conferences to explain and discuss program requirements. There is no CONARC involvement, either in guidance or reporting requirements.
- (6) Communications with the workforce. Nothing emanates from CONARC to assist in this area. CONUSA efforts to installations are confined to three (3) aspects--
- (a) Review activity communications issuances, and circulate the noteworthy ones to other CONUSA installations.
- (b) Periodic (approximately monthly) publication of "Labor Relations Notes." These go to all installation Labor Relations Specialists in the CONUSA.
- (c) Publication of the "Civilian Personnel Officers Newsletter," which goes to all CPO's.
  - b. Recruitment and Placement Sub-Function.
- (1) Analysis of civilian personnel staffing requirements. CONUSA involvement is by review of installation Civilian Personnel Program Report, DA 1346, with respect to overall staffing accomplishments in relation to requirements. There is some further staff level determination of requirements, as in recent First Army determination of requirement in connection with USAR test element in Boston area, to be personnel serviced by Fort Devens. No CONARC involvement whatever.
- (2) Merit Placement and Promotion (MPP). CONUSA service to installation consists of review of activity MPP Plan prior to its implementation, and staff advice/direction on correctible areas. No CONARC involvement. No activity MPP may be implemented without First Army approval.
- (3) Reduction in Force. CONUSA involvement is to review activity RIF plans in all cases where 50 or more civilians are to be separated. Where the number to be RIF'd is 50-100, CONUSA recommends approval to CONARC. Plans involve time projections for issuance of RIF notices, effective dates thereof, and placement efforts for affected employees.
- (4) Control, assign intern spaces to installations. Here, there is CONARC involvement, with that headquarters allotting civilian intern spaces to CONUSA, and CONUSA further allotting them to installations based upon annual report of career intern needs received from installations. There is further CONARC involvement in referral of higher grade employees in DA career field programs for placement consideration. A complete break-out of particular career field programs and the headquarters (CONUSA or CONARC) from which career referral registers emanate for positions at given grade levels may be found at Appendix 1 to Annex B of the CONUSA Study Report.
- (5) Fringe benefits. CONUSA involvement with installation is to insure that installations have developed local policies in matters where there is latitude under CSC/DA regulations (no specific report

is required by First Army for this determination; it is made only in connection with staff visits). No CONARC involvement or guidance in this area.

- (6) Mobilization Planning. As in 5 above, the only review of installation efforts to comply with actions required by DA Civilian Personnel Regulation M-100 is by review of local efforts during staff assistance visits. There is no CONARC involvement.
  - c. Position and Pay Management Sub-Function.
- (1) Classification Standards Development. (These are proposed or draft standards developed by the Civil Service Commission and referred to agencies for comment.) CONUSA involvement here is to determine to which installations the standards have pertinence, solicit comments from those installations, include CONUSA headquarters comments, and forward to DA for consolidation and presentation to the Civil Service Commission. There is no CONARC involvement.
- (2) Grade Alignment and Job Evaluation Guidance. CONUSA role is to furnish such guidance to installations, in order to assure uniform application of classification standards and relationships of position structures. Examples of CONUSA issuances to installations in this area may be found at Tab D to Appendix 3 to Annex B of the CONUSA Study Report. No CONARC involvement.
- (3) Complaints and Appeals. CONUSA serves as first level decision authority on position classification appeals from employees of its installations. During the past full calendar year, there were 80 such appeals processed at First Army Civilian Personnel Division. No CONARC involvement.
- (4) TDA Coordination. All installation TDA's are reviewed and must be approved at First Army level. In the Civilian Personnel Division, the action is best described as a position structure review with respect to classification of the positions. This is related to and is an ongoing resultant of Item 2 above, in this same sub-function. It is a coordinative effort with the First Army Force Development Function. There is no assistance from CONARC in this TDA review.
- (5) Average Grade Reduction/Control. CONUSA functions here to assign goals to each installation, to solicit their plans for attaining the goals. There is overall guidance from CONARC with respect to such matters as required average grade reductions. Examples of CONUSA issuances to installations in this area may be found at Tab E to Appendix 3 to Annex B of the CONUSA Study Report.
- (6) Coordinated Federal Wage Rates. The CONUSA function is to receive such schedules from the DOD Wage Fixing Authority and distribute them to installations where they apply. There is no CONUSA representation on Area Wage Committees. There is correlative effort in this sub-function in Nonappropriated Fund area with respect to Army/Air Force Exchange rates (a separate "prevailing rate" system for NAF employees). This entire area comprises only minimal service/guidance to installations by CONUSA. No CONARC involvement. There are at present some 45 area wage schedules in effect in First Army area.
- (7) Staff Assistance Visits. These consist of Program Evaluation visits to installations (for total review of installations P&PM programs), and staff assistance visits in connection with particular problems or areas of emphasis. Tab C to Appendix 3 to Annex B of the CONUSA Study Report shows such visits for the calendar years 1970 and 1971. There are no correlative visits by CONARC to the CONUSA.

- d. Training and Development Sub-Function.
- (1) CONUSA functions in this sub-functional area in the following primary manners:
- (a) By insuring that installations perform required training, that is, training which originates from decisions made outside the installation (primarily, this is DA-directed training). Installation reports to CONUSA (primarily the quarterly Civilian Personnel Program Report, DA-1346, and accompanying narrative), are the means of CONUSA's determination that the required training is being completed.
- (b) By review, during field visits, of local annual training plans at installations. Aside from la above, this review is designed to determine if locally-needed training is being identified and carried out. Each activity has a local training committee which functions to identify such local training needs, and the CONUSA representative in a staff assistance visit interfaces with that committee. There is no CONARC involvement in the above.
- (2) Several other incidental aspects of CONUSA functioning in this sub-functional area with respect to installations are as follows:
- (a) Occasional staff assistance in the development of pilot training programs for test within the CONUSA area and possible application throughout the CONUSA. A recent example of this is the development of a pilot program at Fort Hayes CPO for training of AST Reserve Technicians. The test proved successful and is now required training for all AST's in First Army area. No direct CONARC involvement or guidance.
- (b) Suballot training spaces for career program interns to installations, for required intern training.
- 2. Validation of Installation Survey Conclusions. These are validated at Tab D to Appendix 5 to Annex B of the CONUSA Study Report. The impact of the CONUSA Study on the Installation Survey conclusions is shown on that same Tab.
- a. No. In the Civilian Personnel area, alternatives Tll and Tl2 were both equally applicable to all three of the organizational concepts. The impact of the CONUSA Study was not in itself substantive on the conclusions deriving from the Installation Survey. It was determined, for example, that the "Area CPO's" mentioned in the Installation Survey conclusions are actually only one in number (the CPO at Fort Hayes, Ohio), and the conclusions with respect to area CPO's are therefore not of major consequence. This information, while not changing the recommended procedures, means that Form B and C findings as a result of the Installation Surveys (Tabs B and C to Appendix 5 to Annex B of the CONUSA Study Report) must therefore be considered in light of the fact that there is only one "Area CPO."
- (1) Another observation that bears upon the Installation Survey conclusions is that the optional subalternative (Item ld in the Form C for Alternative 1 -- found at Tab B to Appendix 5 to Annex B of the CONUSA Study Report) pertaining to elimination of Corps of Engineer Civilian Personnel Offices is probably not in keeping with objectives of the reorganization and possibly not in keeping with DOD policy. This observation, which is discussed in the "Conclusions" paragraph of this analysis, does not change the recommended procedures. It does, however, negate Conclusion number (3) on the Form C mentioned just above.

(2) An additional observation that should be mentioned, but which similarly does not change the recommended procedures deriving from the Installation Survey, pertains to Item 13 of the Form C conclusions for Alternatives 1 and 2. (These are found at Tabs B and C to Appendix 5 to Annex B of the CONUSA Study Report.) Those items indicate that the CPO operates independently of all other installation functions except civilian pay and EEO. This should probably have been worded differently, since the CPO function operations only in contemplation of all other installation functions such as mission, forces, comptroller, safety, travel, medical. It is a Federal-wide system, unlike the military system. Authority is delegated to the Commanding Officer---not centralized as in OPO.

### 3. Function/Report Evaluation.

a. The spaces utilized for this function and sub-function are broken out on Tab B to Appendix 1 to Annex B of the CONUSA Study Report, and are as follows:

Management-Employee Relations	4
Recruitment and Placement	4
Position and Pay Management	4
Training and Development	1

In addition, there are in the Civilian Personnel Division headquarters three other spaces, those of the Civilian Personnel Director, the Deputy Director, and their secretary. Thus the total spaces associated with this function is 16. If it is desired to view these latter three spaces as contributing to the overall effort in the same sub-function proportions as the other 13 spaces, they would be prorated as follows:

Management-Employee Relations	4.9
Recruitment and Placement	4.9
Position and Pay Management	4.9
Training and Development	$\frac{2.3}{16.0}$

NOTE: These 16 spaces are part of the 69 DCSPER spaces on the FUSA TDA. In addition, it was agreed by the Survey Team to prorate one additional space to the Civilian Personnel functional area as its share of the DCSPER "overhead" or management authorization, thereby making for accounting purposes a total of 17.

NOTE: Fifteen DCSPER spaces on the TDA for US Army Support Element, First Army (part of the 18 DCSPER spaces shown thereon) are covered in Item 3e of this analysis.

Attached as Inclosure 1 is a list of reports associated with this function, including CONARC disposition of each report sent to CONARC. (Note that in the Civilian Personnel functional area nearly all the reports are required by DA--many to meet Civil Service Commission requirements--and under the assumptions given for the reports portion of this study are therefore to be considered as necessary and needed.)

- b. In responses (1) to (7) below, the following were taken as valid assumptions: Fort Meade is to be the site of an Area Command, comprising the present 15 states of the First US Army area; the personnel space figures below represent the opinion of the writer (an opinion based upon the CONUSA/installation surveys and upon knowledge of the functional area but, nevertheless, an opinion unvalidated by manpower survey) as to how the spaces should be split. The personnel space figures below relate only to the Civilian Personnel function as it is now performed in FUSA. There is nothing to indicate that the porportionate break-out between Force and D&T Commands would be the same with respect to other CONUSA's. In consideration of the above assumptions, the following responses are provided:
- (1) Area Command Three spaces. The four sub-functions mentioned in 3a above will continue to be performed at Area Commands upon reorganization. In essence, they will be performed as they now are at CONUSA's (see Appendix 1 to Annex B of the CONUSA Study Report), except that they will be performed solely for and oriented toward Army Reserve Technician employees. Estimates of the First Army Civilian Personnel Division staff on the proportion of effort devoted to Army Reserve Technician matters ranged from one to three man years. Based upon observation during the CONUSA survey, increasing emphasis to be given to the Reserve program, and an increase of 15+% in the technician space authorization within FUSA between end FY 72 and end FY 73 (from 2951 to 3394), the opinion was drawn for purposes of this analysis that three is the most appropriate number of spaces for Technician-associated staff Civilian Personnel work at this Area Command.
- (a) The Civilian Personnel Reports will continue, and the Area Command will receive and process them as the CONUSA's now do (see Inclosure 1 to this analysis), except that the following numbered reports (now required by either the CONUSA or CONARC, or not otherwise applicable to Army Reserve Technicians) will not be required by Area Commands:

NUMBERS 1, 2, 4, 14, 38, and 40.

- (b) An additional point for consideration in connection with Civilian Personnel reports as they would impact upon the Area Command is the fact that such reports would come to the Area Command from only a few operating CPO's, since the administration of civilian personnel matters for Army Reserve Technicians is centralized to only a few CPO's. In FUSA, for example, under the present servicing set-up, personnel reports on Army Reserve Technicians would come to the Area Command from only Fort Devens, Fort Hamilton, IGMR, and Fort Hayes CPO. (In the present Third Army, only Fort McPherson services ART's; in Fifth Army, Camp McCoy and Fort Hood service ART's; and in Sixth Army only Fort Lewis and Presidio service them.) The net effort is to minimize the workload that would be associated with Civilian Personnel reports at Area Commands.
  - (2) Force Command See (4) below.
  - (3) D&T Command See (4) below.
- (4) Both Force and D&T Commands 13 spaces. The same four subfunctions shown in 3a above will continue to be performed at both Force and D&T Command, along the lines mentioned in Item (1) above, but will encompass all the civilian personnel function people of the present CONUSA's and CONARC who are not associated with the Reserve Technician program. It is not meaningful to attempt to further break the 13 spaces down so as to attempt to give an opinion on how many should go to Force Command and how many to D&T. The only truism in

connection therewith is that it appears they should be allotted on the same proportionate sub-function basis as they now are at FUSA, that is, 30% each to the Management-Employee Relations, Recruitment and Placement, and Position and Pay Management functions, and 10% to the Training and Development function. As to how they might be split between the two new major commands, a review of the current civilian personnel employment population in the FUSA area shows that approximately 80% of the civilians are associated with what are now envisioned to be D&T Command installations, and 20% Force Command. (Those figures serive after extracting, (1) all Army Reserve Technicians, since they will be under Area Commands for civilian personnel staff purposes, and (2) civilians currently assigned to FUSA headquarters since the CONUSA's would be abolished under the reorganization plan.) Such a percentage split would allot 10 of the 13 spaces to D&T Command and three to Force Command. It should be specifically noted, however, that FUSA is atypical in its proportions of serviced civilian personnel assigned to Force vs D&T installations. Army wide, the break-out for the civilian workforce is approximately 60% D&T and 40% Force.

- (5) Installation No change. There is no measurable impact upon civilian personnel function operations at the installation level as a result of the proposed reorganization. No spaces or functions would go from CONUSA to installation.
  - (6) DA and Other -
- (a) DA No movement of spaces/functions to DA is anticipated. One of the options mentioned in Appendix 5 to the CONUSA Study Report was for consideration of the movement of the current reports function and its 12 personnel (3.8 personnel at FUSA) to DA, contingent on direct reports flow from installation to DA. This option is not here recommended, however, because (1) it would save no spaces, since it resolves to a point of whether the 12 spaces should be at D&T/Force Commands or at DA, and (2) it would run counter to one of the objectives of the exercise, to reduce employment in the National Capitol region.
  - (b) Other None.
- (7) Eliminate None. This portion of the analysis addresses only the distribution of the FUSA functions/spaces. As explained above, all functions will continue to be performed at either Area Command, Force Command, or D&T Command. The potential for space savings is not apparent until elimination of all CONUSA's and CONARC are considered, since it relates mainly to the need for a lesser number of Civilian Personnel Director/Deputy/Secretary groupings. Because of the unique nature of the Civilian Personnel function, a projection of potential approximate savings as a result of the total reorganization was accomplished, and appears at Appendix 5 to Annex B of the CONUSA Study Report.
- c. No information flow problems of this nature were encountered. Each of the sub-functions carries over to a major command or Area Command from the present CONUSA's. Civilian Personnel reports are nearly all of a straight vertical nature through Civilian Personnel channels, with well-defined guidelines, and would present no substantive information flow problems because of the reorganization.
- d. (This item is here used to describe operation of the Fort Hayes Civilian Personnel Office, and its appropriate distribution upon reorganization.) The US Army Support Element, First Army, has on its TDA 15 spaces authorized for Civilian Personnel Office operation at Fort Hayes (Columbus), Ohio. The FUSA survey disclosed that the Fort Hayes CPO operates in the same manner as the other

operating CPO's in the FUSA area. Its reports go to Civilian Personnel Division at FUSA as do the others. The only substantive differences are that the Fort Hayes CPO is not located at an active installation, there is no garrison force, and the CPO is not responsible to a specific commander.

- (1) The servicing responsibilities of the Fort Hayes CPO are largely in the area of providing civilian personnel function services for Army Reserve Technicians. In this respect he operates like the other three FUSA CPO's who service Reserve Technicians (i.e., Fort Devens, IGMR, and Fort Hamilton).
- (2) In addition to servicing some 784 Army Reserve Technicians, the Fort Hayes CPO provides servicing for the following civilian personnel:

Reserve Advisory Groups	
at Columbus	5
at Oakdale	3
ROTC Units (clerical personnel)	44
MEDDAC Facility at Pittsburgh	7
Caretaker Detachment at Columbus	27
Area Supply Offices (these support Reserves)	20
Recruiting District Activities	
1st District	48
3d District	56
5th District	79
Fort Hayes CPO	15
TOTAL	304
Army Reserve Technicians	784
TOTAL SERVICED	1088

(3) Under reorganization, the Fort Hayes CPO would most appropriately become an entity of the Fort Knox CPO, as pointed out in Appendix 5 to Annex B of the CONUSA Study Report. As such, the office could operate as a sub-CPO of the Fort Knox CPO, with full decision-making authority as at present, or it could operate as an arm of the Fort Knox CPO (that is, as Fort Knox CPO employees duty stationed at Columbus). Of those two alternatives, the former is recommended because it would essentially continue the Columbus operation as at present, minimize turbulence, and cause the least impact upon the Fort Knox CPO. No space savings are evident at any rate, since the civilian personnel population serviced by the Fort Hayes CPO would not change.

### 4. Conclusions.

a. The reorganization would have minimal impact on civilian personnel operations at the installation level. Civilian Personnel Office operations at the installation level are sufficiently flexible and have sufficient DA regulatory and procedural guidance to accommodate to the contemplated changes in reporting relationships, guidance flow, and command control.

- b. There would be virtually a straight transference of civilian personnel functions from CONUSA's to the two new major commands and to Area Commands.
- c. The Area Command would take over current CONUSA civilian personnel activities for Army Reserve Technicians. This would require approximately three spaces for Area Command take-over of FUSA activities for Technicians. NOTE: In this connection, it is concluded that there will need to be some reliance upon the Force Command civilian personnel staff for matters such as major command decisions on formal adverse action appeals, grievances, and position classification appeals, because of the limited size of the Area Command civilian personnel staff.
- d. There is no substantive impact in the area of reports at installation, new major command, or Area Command level. A maximum of three reports (Numbers 4, 38, and 40 on Inclosure 1 to this analysis) could be eliminated the abolishment of this CONUSA and CONARC. There is no assurance to the information now required by those reports would not be required at the new commands and Area Commands. It is the conclusion of this writer that the information would be so required, and that the three reports would therefore soon be reinstituted.
- e. Space savings are not apparent as a result of FUSA elimination alone. Such potential savings are only possible when abolishment of all CONUSA's and CONARC are interfaced with establishment of Force/D&T Commands and Area Commands. When viewed in that manner, the overall reorganization could realize a savings of approximately 10 spaces, or 15% of the present total devoted to this function.
- f. Alternative TI1 is preferable over T12 both from the standpoint of meeting the objectives of the reorganization and to accord with DOD policy and philosophy on consolidation of civilian personnel offices as set forth in 26 January 1972 letter to the Director, Defense Division, US General Accounting Office from the Acting Assistant Secretary of Defense (MGRA) (copy attached as Inclosure 2). Alternative T12 runs the decided risk of flying in the face of that portion of the letter which indicates that DOD policy embodies "---the concept that personnel management is an integral part of the management of each organization, and not simply a 'standard' set of 'techniques' which are equally applicable in all organizations." In addition, TI1 best meets the general reorganization objectives of (1) minimizing turbulence, and (2) reducing employment in the National Capitol region. (Alternatives TI1 and TI2 are fully described and organizationally charged at pages II-3 and II-7 of the Basic Forms and Forms A volume of the Installation Study.)
- g. The operation of the Fort Hayes (Columbus, Ohio) Civilian
  Personnel Office is best continued as a sub-CPO of the Fort Knox CPO.
  There are no apparent space savings in this connection.

### Recommendations.

- a. Retention of each of the four civilian personnel sub-functions at Force Command, D&T Command and Area Command.
- b. Staffing of the civilian personnel function at Force and D&T Commands in accordance with the proportionate share of the civilian workforce each employs.
- c. Spaces for the staffing in b above come from spaces now assigned to CONUSA and CONARC civilian personnel functions, from which have been extracted the recommended number of spaces to staff Area Command civilian personnel functions.

- d. Adoption of Alternative TI1.
- e. Staffing of Area Commands to handle civilian personnel function matters for Army Reserve Technicians. Size of such staffs to be based upon number of ART's in the area serviced by the Area Command, but with no fewer than two such staff members at each Area Command.
- f. Continued operation of the Fort Hayes CPO, but as a sub-CPO of Fort Knox.

CONUSA SURVEY
REPORTS COLLECTION FORM

CPO

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NAME OF STAFF SECTION/OFFICE DOSFER
DIVISION Civilian Personnel

BRANCH

SECTION

NAME OF INDIVIDUAL CONTACTED

Mr. Morris

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Civilian Personnel

PHONE # 2979

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CONUSA Survey (cont)

Functional Area: Civilian Personnel

Person Contacted: (r) Person Contacted: (F)
Mr. C. Little, CONARC Disposition
Ext. 2439

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3. N/A

4. N/A Analyze data, note trends, identify problem areas, take necessary action as appropriate. Retain at CONARC.

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# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 18 Apr 72

NAME OF STAFF SECTION/OFFICE DOSPER
DIVISION Civilian Personnel
BRANCH
SECTION

FUNCTIONAL AREA(S) Civilian Personnel

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Functional Area: Civilian Personnel
Person Contacted: (r)
Mr. C. Little CONARC Disposition
. Ext. 2439

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# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION Civilian Personnel
BRANCH
SECTION

NAME OF INDIVIDUAL CONTACTED Mr. Morris

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Civilian Personnel

PHONE # 2979

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## CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION Civilian Personnel
BRANCH
SECTION

NAME OF INDIVIDUAL CONTACTED Mr. Morris

DATE OF INTERVIEW 18 Apr. 72

FUNCTIONAL AREA(S) Civilian Personnel

PHONE # 2979

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Functional Area: Civilian Personnel

Person Contacted: (r)
Mr. C. Little CONARC Disposition
Ext. 2439

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## ASSISTANT SECRETARY OF DEFENSE WASHINGTON, D. C. 20301

26 JAN 1972

MANPOWER AND RESERVE AFFAIRS

> Mr. C. M. Bailey Director, Defense Division U. S. General Accounting Office Washington, D. C. 20548

Dear Mr. Bailey:

This is in reply to the letter report which resulted from your survey of the management of 17 Department of Defense civilian personnel offices in Texas (OSD Gase #3363). In this report you concluded that the official policy of the Department of Defense to consolidate civilian personnel offices, when economical and practical, has not been effectively applied, and you recommended that we initiate a pilot program consolidating the seven civilian personnel offices in the San Antonio area (five Air Force and two Army) and consolidating the two at Corpus Christi (one Navy and one Army), carefully analyzing the results for broader application.

The Department of Defense has long advocated the use of consolidated civilian personnel offices as a means of providing effective and economical support of the civilian personnel management function, and we have established the policy that use of interdepartmental civilian personnei administration support will be made when economies can be realized without impairment of mission effectiveness. The application of this advocacy and policy becomes evident when it is recognized that in the Department of the Army alone over 5,000 separate activities in the United States are currently being provided services by 151 operating civilian personnel offices and that in the Defense Supply Agency, two primary level field activities in Pennsylvania, Defense Surplus Sales Offices in Florida, California, Rhode Island and Virginia, and a Subsistance Regional Headquarters Office in Louisiana are all provided civilian personnel services by Department of Navy activities. These are just some of the examples of consolidations of civilian personnel offices that presently exist in the Department of Defense.

It is recognized that when activities are proximate there is a presumption in favor of consolidation of civilian personnel service unless separate sources of service are clearly advantageous. In considering

size, however, there has to be some point beyond which an activity or combination of activities should properly maintain a separate civilian personnel office, even though they be proximate to the jurisdiction of another civilian personnel office. When two or more large jurisdictions are involved, the gains from consolidation are likely to be less and may become negligible. This is particularly true when the jurisdictions involved come under the aegis of two or more services (Army, Navy, Air Force) with their differing management philosophies, organizations for personnel management, funding constraints for the function, and emphasis on varying facets of the total civilian personnel program. The subject report appeared to be superficial in the approach to this factor, as it was in the application of the Air Force approved manpower determinant for civilian personnel offices. No consideration was given to the geographical dispersion of the installations, or to the fact that the standard was developed to measure the requirements for a maximum workforce smaller than 37,600. Application of the standard to a larger workforce exceeds the extrapolation limits of the standard, thereby increasing the probability of error.

It should be noted that the Department of the Air Force conducted a full scale study of the feasibility of consolidating the five Air Force civilian personnel offices in San Antonio, Texas in 1964. The two considerations that were basic to determining whether to consolidate the offices were: economy of operation and quality of service. It was found that consolidation would result in only minor staffing reductions because of the diversity and complexity of the installations' missions and their geographical dispersion. The manpower savings were insufficient to justify the widespread reorganization when the need for the installation commanders to have immediate and effective civilian personnel service and advice were considered. The conditions are basically the same today as they were in 1964.

The subject report considered that consolidation of civilian personnel offices at locations such as San Antonio and Corpus Christi, under unified policies, procedures, and regulations could aid in assuring consistent administration, on a local basis, of defense-wide personnel programs such as equal employment opportunity and also that relations with local interagency boards, employment commissions, job applicants, labor groups, minority groups, and local communities in general could be facilitated through a consolidated office. As a matter of reality it is these very things which partially create the need for separate personnel offices. Many of the clerical and administrative functions of operating civilian personnel offices are being made more efficient through the expanded use of automation to prepare numerous forms, reports, records, and statistical data. At the same time, greater demands are being placed on the professional staffs of civilian personnel offices

to provide substantive support and influence in management decisions which have personnel management implications. The emphasis and positive action required in improving equal employment opportunity, in giving meaning to the many special programs aimed at improving the social and economic status of minorities and disadvantaged citizens, and in the rapidly developing area of labor-management relations call for closer relationships than ever before between the professional personnel office staff and command and program managers. These are the types of efforts which are required to meet President Nixon's call as stated in his memorandum of October 9, 1969 for the "kind of personnel management in Government that fully taps the creative and productive capacity of the workforce in order to achieve our national goals." President Nixon further emphasized, in the above memorandum, "Managers at all levels must consider the personnel management implications of management decisions and assure that the full impact of personnel management policies and practices are taken into account. " Implicit in this approach is the concept that personnel management is an integral part of the management of each organization, and not simply a "standard" set of "techniques" which are equally applicable in all organizations. It is believed that this calls for reasonable restraint in the interdepartmental personnel administration support context to assure that each Commander has the control and flexibility to meet the specific management needs of his activity especially when they may differ substantially from the needs of another nearby activity. Thus, the concept of establishing huge, complex, interservice civilian personnel offices, separated geographically from the managers whom they serve, and inaccessible to the workforce, would inevitably subrogate the role of the civilian personnel office to that of basically a clerical operation. Any saving in personnel staffs would be more than offset by the deterioration in accomplishing their substantive responsibilities.

For the above reasons, the Department of Defense does not concur in the conclusions and recommendations contained in the subject report. The components of Defense will continue to review and improve their civilian personnel office structure and effect additional consolidations where savings can be achieved without degradation of mission accomplishment.

Sincerely,

Lieutenant General, U. S. Army

Acting Assistant Secretary of Defense

(Manpower and Roserve Affairs)

## CONUSA ANALYSIS MODERN VOLUNTEER ARMY (MVA)

- <u>CONUSA Findings</u>. This section summarizes the findings relative to the MVA function at First US Army.
- a. The CONUSA MVA office performs a monitoring and coordination function for installations and acts as a processing office for requests from installations to CONARC or DA as appropriate. No spaces are authorized for this function with 3 persons used from other areas to perform the duties required. The CONUSA MVA function can be eliminated upon reorganization.
- b. The CONUSA requires that the two installation reports intended for DA be consolidated prior to submission to CONARC and DA. The CONUSA provides guidance and information for the installation and acts as the initial office for action on requests which require CONARC or DA approval.
- c. The CONUSA forwards to CONARC those installation requests which require CONARC or DA approval and acts as a distributor or consolidator for information flow.
- d. The CONUSA processes those installation requests which require DA approval for programs which require changes to current DA regulations or would lead to procurement of PEMA items. The CONUSA also distributes information and guidance from DA to appropriate installations.
- 2. <u>Validation of Installation Survey Conclusions</u>. The CONUSA survey findings do not conflict with the recommendations and conclusions of the installation report in this technical area.

### 3. Function/Report Evaluation.

- a. There are no provisions for authorized manning for this function at the CONUSA. Three individuals are used "out of hide" for the MVA office at FUSA. The high interest exhibited at FUSA in this program required that the commander build his program support from local resources. A list of the reports rendered within this functional area is attached.
- b. The close proximity of the VOLAR test completion date (end FY 72) and that of the final evaluation of the test (Aug 72) will negate the requirement for the two reports now submitted. No recurring reports should be expected to follow, and if the program is to continue, staffing should be provided at installation level. It is appropriate that interest will remain at various levels of command toward MVA projects or actions. Therefore, it will become a command decision to determine the level of MVA staffing, support and involvement that will occur. Information and program goals can be transmitted to the field directly from DA. Recommend disposition of the CONUSA function (no spaces allocated) is--
  - (1) Area Command None.

- (2) Force Command None.
- (3) D&T Command None.
- (4) Both None.
- (5) Installation None.
- (6) DA None.
- (7) Elimination of MVA staffing and functions at CONUSA (Area Command) level.

### 4. Conclusions.

- a. The MVA (VOLAR) function will be reduced in scope subsequent to VOLAR test completion (end FY 72). This recognizes the fact that a command decision must be made to support MVA or not.
- b. If the MVA program is to continue, provisions for monitorship will be required at DA level with major commands and installations providing staff supervision through the DCSPER as an additional duty. Staffing at the installation is most appropriate as the operational target of the program.
- c. No formal reports will be required subsequent to VOLAR test completion (end FY 72).

### 5. Recommendations.

- a. That the primary channel for MVA data be DA direct to installation.
- b. That formal staffing be provided installations should this program continue.
- c. That no spaces to accomplish MVA staff monitorship at major commands be provided.

AD-A047 035 OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON DC MA-ETC F/6 15/5 FUNCTIONAL STUDY OF CONUSA MANAGEMENT CONUSA ANALYSIS. (U) NAL 72

UNCLASSIFIED

NAL

NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION PROD
BRANCH MVA
SECTION

MAME OF INDIVIDUAL CONTACTED\_LTC\_SMALLWOOD

DATE OF INTERVIEW

18 Apr 72

FUNCTIONAL AREA(S) Pers, log, budgets tng, IO,

PHONE # 677-7635/7619

A deT I qqA.	0.	114	Tot	0	
			VOLAR INSTALLATION SEMIANNUAL EVALUATION REPORT	MVA QUARTERLY COMMAND REPORT	(a) Title/Name of Report
. d;			none	none	RCS
	,		×	×	
					(c)
•			MVA/VOLAR Office	MVA OFFICE	(d) Origination
·		A) .	US CONARD PROGRAM FOR THE	US CONARC PROGRAM FOR THE MVA (AJUNEX I)	(e) Authority
•			8	No	(f)
	4		<b>8</b> .	8	(g)
			8	So	(h) Change
		91	CSA REQUIREMENT	CSA REQUIREMENT	(1) Explanation

•		0	5 - 9-	エミア		Determine gress of AR Exper- iment	Determine program of program	Use	(D)	CONUS
		,		., ,		· Yes	Yes	Pvd	3	A Surve
				:		8	YES	Disposi	Ξ	CONUSA Survey (cont)
•	;					8	Yeg	Disposition Input Retained	(B)	-
	· ;	•				CONAR	NA	Fwd to	(n)	
						\$	AA	Rpts to Inst	(0)	0
		1,		, Ö.		·	NA	Initiated by		
						N	4	Rqmt		
						0	0	Personne l	(g)	
					•	-	ω	Actual		¥
440, 4	11-1			92		VOLAR installation initiated. FUSA forwards without change.	FUSA consolidates installation reports. No change to installation input.	Remarks	(4)	i di

CONUSA Survey (cont)

(r)
CONARC Disposition
(MVA)

Army reports used as basis for consolidated CONARC report to DA. CG CONARC letter has CONUSA input data as enclosures. VOLAR test completion end FY 72 and future status of DA-SAMVA office may negate need for reports.

## CONUSA ANALYSIS ARMY COMMUNITY SERVICES (ACS)

### 1. CONUSA Findings. The results of the CONUSA survey are:

- a. The ACS office at FUSA was found to be installation-oriented with little management direction given beyond "idea sharing" and the forwarding of a single report which is to become annual.
- b. The CONUSA requires submission of a single report (to become annual in frequency) which is statistical in nature (number of committees active, persons assisted, etc). The CONUSA attempts to assist separate installation programs by providing information on successful actions from individual installations to all.
  - c. The CONUSA forwards installation reports to CONARC.
- d. No substantive action is taken for DA by the CONUSA other than acting as an element in the chain of reporting and information flow.
- 2. Validation of Installation Survey Conclusions. The CONUSA survey served as validation of those conclusions relative to this function in all organizational concepts. No change to the results of the installation survey is required.

### 3. Function/Report Evaluation.

- a. There are no authorized spaces for FUSA ACS activities. The single ACS report along with other general nature DCSPER reports are attached.
- b. The ACS function is installation-oriented and should operate without the encumbrance of higher headquarters staff assistance. Should DA continue to require a report of accomplishments (current statistical report now annual), this report should be submitted directly from the installation to DA. Information flow would likewise be in a direct DA-Installation route. The function currently performed at the CONUSA should be disposed of as follows:
  - (1) Area Command None
  - (2) Force Command None
  - (3) D&T Command None
  - (4) Both None
  - (5) Installation None
  - (6) DA None
- (7) Eliminate No staffing other than that currently at installations and DA will be required to effectively manage this function. The CONUSA function should be eliminated (no space savings accrues).

### 4. Conclusions.

- a. The ACS function is installation oriented and should operate with minimal guidance from higher headquarters.
- b. That the ACS function can be effectively accomplish with staffing provided at installation level and minimal monitorship at HQ DA.
- 5. Recommendation. That the ACS function not be monitored/managed at other than DA and installation levels.

CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION Personnel Services
BRANCH Services Br.
SECTION DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Services

-									
2 deT	l qqA	0	- 5		'n		0		
			Funeral Support (CON 467-R)	Bachelor Personnel Living Off-Post	Army Community Service Program (DA 3063R)	US Army Personnel Control Facilities Statistics	Absent Without Leave Reporting	(a) Title/Name of Report	MANE OF INDIVIDUAL CONTACTED
			ATPER- 216	OTTTO	CSGPA- 885(R1)	ATPER- 271	AHABA- 17(R1)	(b) _ RCS	
			×	, H	Ħ		×	(C)	ITC Nee
				ski		×		(0)	1
			DPCA	DPCA .	DPCA	PGF	DPCA	(d) Origination	
	•		CON Ltr ATPER-PSD (SEE REMARKS	AR 210-16	AR 680-1	CON Reg 600-2	1A Reg 630-1	(e) Authority	
			ON	NO	NO	No	TES	(f) CONUSA	P
			SES	, 8	NO.	. 18	NO	(g) CONARC	PHONE # 2368
			No	NO.	NO	NO	SS	(h) Change	
				96				(1) Explanation	

CONUSA Survey (cont)

			· v		· w	. 2				
		O	Consolida- tion & Info	Information	Rpt. of ACS Programs	Info re. Operation PCF	1. CG's Briefing Monitor AWOL in FUSA Inst.	Use	3	CONU
; -	· · · · · · · · · · · · · · · · · · ·		Fusa to CONARC	FWd fr FUSA to CONARC	Fud fm FUSA to CONARC	Fwd: from instl. to CONARC	See Remarks	Pwd	(%)	CONUSA Survey (cont)
			Conso- lidated	V/N	V/N	N/A	See Remarks	Disposition Input Re	3	y (cont)
		· · · · · · · · · · · · · · · · · · ·	Not Retained	Not Retained	Not Retained	Not Retained ATPER- PSD	See Remarks	Retained	(B)	
		•	ATPER- PSD	ATPER -	AT PER- PSD	ATPER- PSD	ATPER- PSD	Fwd to	(n)	
_			N/A	N/A	N/A	N/A	See Remarks	Rpts to Inst	(0)	0
			N/A	N/A	N/A	N/A	AHABA-PSE	Initiated by	)	
		•	N	N	, N	N	. 10	Rqmt		
			N	N	N	N	N	Personne l	(q)	
			N	2	۰	N	~	Actual		. 4
			CON Msg 272236Z Mar 72 ATPER-PSD, rescinds rpt but requires info be retained for one-time, spt if required.				Portions of Report Furnished CONARC. furnished installations upon request.	Remarks	(b)	
•			8 B	THE COLUMN TO TH	97		Info			

CONUSA Survey (cont)

CONARC Disposition
(SERVICES)

Retained at CONARC. Used to provide status at the command to CG CONARC.

2. Retained at CONARC. Used to inform CG of statistics concerning Personnel Central Facility (PCF) and to provide data to PCF assistance team (comprised of representives of CONARC staff).

to use as input to CONARC Pamphlet to "Spread the word". Statistical report. To become annual as of 1 Jul 72. Reports consolidated at CONARC for DA. Ideas extracted from Army reports

4. Consolidated at CONARC - dispatched to DA DCSPER. Used to determine adequacy of BOQ space to plan MCA projects

letained at CONARC. Used to inform CG, CONARC of the magnitude of support required.

## CONUSA ANALYSIS SPECIAL SERVICES

- 1. <u>CONUSA Findings</u>. This section summarizes the findings concerned with the Special Services function at FUSA.
- a. The FUSA Special Services office acts as a funnel for DA and CONARC information and for that which is required to travel upward in the chain of command. Installation assistance is provided by staff visits and other managerial actions. The staffing spaces for the function total eight, plus one NAF employee and additional spaces to account for this function's share of DCSPER management/administrative personnel. This function will be performed at a low level of staffing at the major commands, but no staffing is recommended at Area Command.
- b. Installation reports to FUSA total eight. In addition to monitorship of Special Services activities through use of these reports, scheduling of CONUSA-wide sports events and entertainment programs is accomplished at FUSA. Budgeting assistance, which is after-the-fact during the Budget Execution Review (BER), and staff assistance visits, which are intended to give the advantage of FUSA expertise to installations, are provided.
- c. The CONUSA does little for CONARC in this function other than acting as a provider of information through consolidation of reports and other data as required.
- d. The CONUSA provides the same assistance to DA that is provided to CONARC.
- 2. <u>Validation of Installation Survey Conclusions</u>. There is no reason to change the recommendations of the installation survey as a result of the CONUSA survey.

### 3. Function/Report Evaluation.

- a. The FUSA Special Services Branch is authorized ten spaces and utilizes 11 persons (one is a NAF employee) in this functional area. An additional two spaces are credited for this function's share of DCSPER management/administrative spaces (total of 13 of the 69 total DCSPER spaces). There are eight reports associated with the function. The list of reports and their CONARC disposition is attached.
- b. The Special Services function at CONUSA level exists to schedule multi-installation activities and to act as a coordinator of installation implementation of the program. The reports concerned include four that do not reach the CONUSA (AAFMPS), two that are further processed to DA, and two that are used for CONUSA and CONARC information only. The requirement to maintain this morale and welfare activity at installations will remain. The staffing intended to support the installation activities should be minimized. The current spaces of the CONUSA should be distributed as follows:
  - (1) Area Command None.
  - (2) Force Command See (4).
  - (3) D&T Command See (4).

- (4) Both Force Command and D&T Command.
- (a) Spaces. Each major command should provide a coordination effort in this function with three spaces at each headquarters. This provides for six of the current 13 credited to this activity. The remaining seven spaces are not considered for use.
- (b) The eight reports surveyed included four that will continue to bypass intermediate headquarters as direct reports. The remaining four reports will include two DA reports that will continue to flow through the major commands (information copies would be sufficient) and two Special Services activity reports which should be consolidated into AG-224 with deletion of AHABA-15 (lA required) accomplished.
  - (5) Installation None.
  - (6) DA None.
  - (7) Eliminate None.

### 4. Conclusions.

- a. The Special Services program is installation oriented and a function which has command interest.
- b. The major commands, as headquarters of CONUS installations, should retain a coordination function for those installations. Provision should be made for transfer of six of 13 current spaces (three each) to the major commands (seven space savings). The eight current reports should be reduced to seven by deletion of AHABA-15, "Special Services Activity Report."
- c. There is no requirement for Special Services staffing at the Area Command.
- 5. Recommendation. That the current Special Services CONUSA function be established at Force and D&T Commands to provide a means for coordination of installation activities.

### CONUSA SUKVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DOSPER
DIVISION Special Services
BRANCH
SECTION

MAME OF INDIVIDUAL CONTACTED Mr. Oates

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Special Services

PHONE # 2365

TAB A		7.	6	'n	+	·/	22		1
	Booking Notice and Attendance	Film Inspection Report	Weekly Financial Statements	Station Notification	Army Champs Team Handball Program	Semi-Annual Domestic Action Activity Report	Special Services Activity	Special Services Activity ort	(a) Title/Name of Report
	AAFMPS-	AAFMPS-	AAFMPS-	AAFMPS-	AG-604 NONE	DD-M(SA) 1075	AG-224 (R-2)	AHABA- 15 (R1)	(b)
	×	. **	×	×	H	×	×	×	(c)
		**							100
	Theater Officer	Theater Officer	Theater Officer	Theater Officer	Special Svcs Office	W/Domestic Action Project Officer Office varies DPCA	Special Svcs Office	Special Svcs Office	(d) Origination
	Para 3-29 AR 28-63	Para 2-17 AR 28-63	Para 2-44 AR 28-63	Para 2-43 AR 28-63	1A Msg 171230 Feb 72	CONARC Sup #1	AR 28-1	1A Reg 28- 10	(e) Authority
	YES	YES	YES	YES	NO	NO	NO	YES	(f) CONUSA
	NO	NO .	NO	NO .	NO .	, NO	NO .		(g) CONARC
	NO	NO	NO	NO	NO	NO	NO		(h) Change
	Use in Theater Management	Use in Theater Management	Use in financial management of Army Theaters	Use as management of Army Motion Pictures	Monthly Status of Team Handbal Program for March, April, May	Semi-annual Progress Report on status of Program Accomplish- ments	101	Used as a Management tool	(i) Explaration

CONUSA Survey (cont)

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		* 10	i.		i		Supplementary	Supplementary	Use	.G	
; * fa:	Chief, AAFMPS	Chief,	Chief,	Chief,	CONARC	CONARC	. DA	,	Fwd	3	
	8	8	NO .	No	Consoli- dated	Consoli- date	Consoli- dated	NO	Disposition Input Re	(1)	
	**	NO	NO .	8		i		CONUSA	Retained	(B)	
	Direct to Chief, AAFMPS	Direct to Chief, AAFMPS	Direct to Chief AAFMPS	Direct to Chief MARMPS	CONARC	DA thru CONARC	DA	N/A	Fwd to	(n)	
	Special Svos Activities Rpt	Special Swcs Activities Rpt	Special Swcs Activities Rpt	Special Svcs rtivities Rpt	Special Svcs Activities Rpt	Special Svcs Activities Rpt	Special Swes Activities	Special Swcs Acct. Report	Rpts to Inst	(0)	
	Chief AAFMPS	Chief, AAFMPS	Chief, AAFMPS	Chief, AAPMRS	First Army	SA	DA	CONUSA	Initiated by		
	N/A.	N/A	N/A	N/N	Ъ	120	W	2	Rqmt		
•	N/A	N/A	N/A	N/A	۲	0	2	2	Auth	(9)	
	N/A	N/A	N/A	N/A		12	N	.50	Actual		
	Prepared at installation level and forwardirect to Chief, AAFMPS	Prepared at installation level and forwardirect to Chief, AAFMES	Prepared at installation level and forwardirect to Chief, AAFMES	Prepared at installation level and forwardirect to Chief, AAFMPS		Added Duty			Remarks	(4)	
	OTHE	OTWAL	OTWA	OTWA	10	02				.	

CONUSA Survey (cont)

(r)
CONARC Disposition
(SPECIAL SERVICES)

- Retained at CONUSA.

  Retained at CONARC. Used as management tools
- 3. Consolidated at CONARC as one report to DA and OSD.
- Report consolidated at CONARC for submission to DA. No changes ma

5-8 N/A

### CONUSA ANALYSIS NONAPPROPRIATED FUNDS (NAF)

### 1. CONUSA Findings.

- a. The NAF Branch, Personnel Services Division, DCSPER acts as the clearing house and point of initial contact for installation needs within this function. Processing and approval of installation grant requests and the consolidation of installation strength reports are the major tasks performed. Not included in the analysis is the implementation of a consolidated Open Mess control system. This system, not yet in operation, is currently being staffed at FUSA (10 spaces authorized by March 1972 DA message) and will require further consideration during the initial stages of reorganization.
- b. FUSA requires that installation requests for grants and those for disbursement of dividend and approved grant monies be submitted to the CONUSA. FUSA, in turn, asks DA for the release of these funds with DA then providing the funds directly to the installation concerned. Installation strength reports, as the basis for dividend receipts, are consolidated for submission to DA.
- c. FUSA contact with CONARC in NAF activities is minimal. No approval by CONARC is required for operational tasks performed at installation or CONUSA level.
- d. FUSA acts as the accounting control office for funds due to installations and processes requests for these funds to DA. Information for five-year plans and data on employee activities are provided DA (and Department of Labor) as appropriate.
- Validation of Installation Survey Conclusions. No changes to the conclusions of the Installation Survey resulted from the CONUSA analysis.

### 3. Function/Report Evaluation.

- a. Seven spaces for this function are currently authorized at FUSA (three are DCSPER management/overhead positions). The FUSA NAF office, however, has initiated action to staff for control of the new consolidated Open Mess system. An initial authorization, by DA message, has been granted for 10 spaces to perform this task. Further analysis must be accomplished in this area during the initial phase of reorganization (and Centralized Open Mess Management).
- b. Analysis of functions (less Open Mere Management) of the NAF Branch reveals that functions, spaces and reports should be transferred as follows:
  - (1) Area Command None.
  - (2) Force Command N/A.
  - (3) D&T Command N/A.
- (4) Both Force Command and D&T Command. The conselidation of installation strength reports and approval authority of grant requests should be transferred to FC and D&T. Management of these functions should be satisfied by 1.5 spaces per major command (3 spaces) being transferred from FUSA for this function. The reports which should accompany this function are as follows:

AG 313	Nonappropriated Fund Statement of Operations and Net Worth	OFF ICE DCS PER	AUTO/MANUAL X
AG 351	Nonappropriated Military Welfare Fund Programed Schedules of Expenses and Dividends	DCSPER	х
AG-357	Nonappropriated Fund Book Depart- ment Financial Report	DCSPER	x
AG-373	Nonappropriated Fund Book Depart- ment Budget	DCSPER	x
AG=550	Open Mess Operations and Financial Review	DCSPER	х
ATPER-231	Army Flying Clubs	DCSPER	x

(5) DA - The function of disbursement of approved grant funds and dividends should be requested directly to DA from installations and disbursed, as now, in the same direct manner. This does not place DA in a management position, but will relieve intermediate commands from an accounting function which absorbs a disproportionate number of spaces for support. Two (2) spaces should be made available for DA to accomplish this added administrative tasks. The reports that are now destined for DA and remain unchanged as they travel upward through CONUSA and CONARC levels. These reports are:

RCS AG -596	NAME Sundry Fund Operations and Financial Review	OFFICE DCSPER	AUTO/MANUAL X
DD-I&L(SA) 1005 DD-I&L (SA) 1167	Facilities Acquired with Non- appropriated Funds	DPCA	x
LABOR 1005	Report of Federal Employment and Wages	DPCA	x
LABOR 1006	Listing of Nonappropriated Fund Activities	DPCA	х

### 4. Conclusions.

- a. That the major commands should receive the function of management of Nonappropriated Funds.
- b. That three spaces and six reports should be transferred to the major commands from FUSA.
- c. That two spaces and four reports be transferred to DA to accomplish the disbursement of funds (now paid directly from DA to installation) in a more efficient manner.

### 5. Recommendations.

- a. That three spaces and six reports be transferred to FC and D&T to accomplish the management of NAF.
- b. That two spaces and four reports be transferred to DA to accomplish the disbursement of NAF funds (two spaces remain unassigned).

c. That the implementation planner consider that 10 spaces have been provided FUSA for the open mess supervision function. It can therefore be assumed that 40 total spaces have been allocated for this function within the CONUSAs alone. Two major commands should be capable of operation of this function at less than the 40 spaces.

# CONUSA SUKVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCS.PER
DIVISION Personnel Services
BRANCH Nonappropriated Funds
SECTION

MAME OF INDIVIDUAL CONTACTED LTC Lodge

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA (S)\_ 4780 NAF

PHONE #

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H	Nonappropriated Fund tatement of Opns and Net orth (DA Forms 1790,1792, 1843)	Nonappropriated Military Welfare Fund Programmed Schedules of Expenses & Dividends (DA Forms 2259 2260-R, 2361-R & 2383-R)	Nonappropriated Fund Book Dept. Financial Report (DA Forms 2109 thru 2111)	Nonappropriated Fund Book Department Budget	Open Mess Operations and and Financial Review (DA Form 3273-R)	Sundry Fund Operations and Financial Review (DA Form 3767-R)
(a) le/Name	riated Forms 1	riated Mi und Progr of Exper (DA Form 361-R & 2	riated Fu ancial Re 9 thru 21	riated Fo	Operatic Mial Revi -R)	nd Operat Review (
(a) Title/Name of Report	md and Net 790,1792,	Nonappropriated Military Welfare Fund Programmed Schedules of Expenses & Dividends (DA Forms 2259-R, 2260-R, 2361-R & 2383-R)	ind Book . Sport (DA	md Book	ons and lew (DA	DA Form
RCS	AG-313 (R1) Quarterly	AG-351 (R3) Annual	AG-357 Annual	AG-373 Annual	AG-550 Monthly/ Quarterly	AG-596 Annual
IB C	×	H	H	×	×	×
(c)						
(d) Origination	Class I Instl Supt USMA(CPF)	Class I Instl Supt USMA (CFF	Bk Dept Officer of Army Sen Sch Class I Instl.	Bk Dept at Army Class I	Instal level	Custodians Sundry Fund of Class I Instal
ation		Instl M (CPF)	- 5 4	Officer Sen Sch Instl.		Instal.
(e) Authority	AR's 230-20 28-2,1A Reg 230-7	AR 230-12	AR 230-45	AR 230-43, 230-63	AR'\$ 230-60, 230-6, 1A Sup to AR 230-60	AR 230-60
(f) CONUSA	NO	NO	NO	NO	NO	, NO
(g) CONARC	ON	NO .	NO	. 15	·NO	NO .
(h) Change	ON	No	NO	NO	NO	NO
(.) Explenation	Reports consolinated & fwd directly to DA.	Reports submit to HQ FUSA, CWF Council Approv/Disapprov items requested. Consolidated Fund DA.	Verification for accuracy and and forwarded to HQ DA.	Reviewed by HQ FUSA and approved disapproved recommended fwd to DA.	Mthly report fwd to and retain by HQ,FUSA, Qtrly reports reviewed and fwd to HQ DA.	HQ FUSA issues inst on goals/ot Review for accuracy fwd to DA.
	107	items Fund t	y and	approv	retaine	to DA.

	•	- va-		<b></b>	.0	2.	٦		
	Info corrective action	Info & orrective action as necessary	Info	Info	0	Yes-Info consolidated	Yes - Info consolidated	Use	Ċ.
<sup>1</sup> <sup>1</sup> al	TES	YES Qtrly/ Mthly rtnd	TES	TES	current FY & project 5 yrs.		YES	Fwd	3
	NO	<b>86</b>	No	NO.	8.	N/A	N/A	Input Ret	3
	No	8	NO	NO	• •	8	, NO	Retained	Î)
	HQDA (DAPE-NF	HQDA (DAPE-NF	HQDA (DAPE-NF)	HQDA (DAPE- NF)		HQDA (DAPE-	HQDA (DAPE- NF)	Fwd to	(a)
	N/A	N/A	N/A	N/A		N/A	N/A	Rpts to Inst	
		i .		. :		1.		Initiated by	0
	N	w		h		t	w	Rqmt	
	<b>N</b>	w		ь		F	w	Auth	( <del>0</del> )
	20	w		٠,		. 4	w	Actual	
								Remarks	(2)

DATE OF INTERVIEW 18 Apr 72

NAME OF STAFF SECTION/OFFICE DCSFER
DIVISION Personnel Services
BRANCH Nonappropriated Funds
SECTION HAME OF INDIVIDUAL CONTACTED LTC Lodge PHONE # FUNCTIONAL AREA (S) 4780 NAF

3		10. Listing of Nonappropriated Fund Activities (DA Forms 1599-R and 1600-R)	eport of Federal Employment & Wages	nin.	Nonappropriated Funds (Non- Appropriated Construction Project)	7. Army Flying Clubs	(a) Title/Name of Report
		LABOR 1006 As Req.	IABOR 1005 Quarterly		(SA) 1005 Semi-annu ID-I&L (SA) 1167	ATPER- 231 Annual	RCS RCS
		н	H		,	4 ×	12
				·\$D			C)
		Individual NAF Activity Class I Instal,Supt USMA	Ba NAP activity AR 230-117- by Class I Instal, Supt		through DPCA Instal level	Class I Instal	(d) Origination
,		AR 230-17	AR 230-117.	70, 1211522 0ct 70, 1A Msg 1615002 Jan70	DCSLOG/GD 081513Z Jan 70, 021845Z 0et 70, 022120Z Oct	ATPER-PSD 17 Apr 69, W/lst Ind AHABA-PSF, 23 Apr 69	(e) Authority
	•	NO	NO			5 5	CONUSA
		NO.	NO .		,	<b>5</b>	(g) CONARC
		NO	8			5 5	(h) Change
		Info needed in preparing workle and cost benefits for approparequest purposes state employment agencies.	NAF payroll info on fulltim parttime, intermittent employees to Dept of Labor.	1		Financial data per club.  Reviewed for accuracy common	(1) Explavation

	0	10. Yes		9. Info	8. Info	7. Info		1
	**	Yes-Update NAF activity roster for DA		3	5	;	Use .C	
) Max		TES		153	153	SEL	Pwd 3	3
	1	NO		<b>8</b>	13.5	SEE	Disposition Input   Re	60 (2)
		NO	:	NO	8	ON	tion Retained	B)
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		N/A		N/A	N/A	N/A	Rpts to Ins	
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The second secon	(r) CONARC Disposition (Non-appropriated Funds)	CONUSA Survey (cont)
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- N/A

  Retained at CONARC. Used as management tool.
- Info cy to CONARC. Management tool.

### CONUSA ANALYSIS EQUAL EMPLOYMENT OPPORTUNITY (EEO)

- 1. CONUSA Findings. This section summarizes the operation of the EEO function found at FUSA. This office, as an amplification of the FUSA CG's interest, provides command and guidance to installations as an amplification or clarification of that received from higher headquarters but does not interfer with the direct DA-Installation route of reporting and information flow.
- a. The CONUSA EEO office serves as a monitor of installation activities and as the link (when required) between DA (ASA M&R) and the installation EEOO's. The CONUSA provides information to CONARC to serve as data for command knowledge of program progress and accomplishments.
- b. FUSA serves to clarify or expand program guidance for the installation. The FUSA also monitors program accomplishment by the installation through review of information copies of DA reports and by the conduct of staff visits.
- c. FUSA relieves CONARC of the active management of EEO matters which exist between installation and DA.
- d. The FUSA receives DA requirements and guidance and acts to satisfy DA needs in this functional area.
- 2. Validation of Installation Survey Conclusions. There is no reason to change the recommended procedures for this function as set forth in the installation report.
- 3. Function/Report Evaluation.
- a. A total of four spaces are allocated to this function at FUSA with two representing directly involved spaces with EEO and two additional spaces charged as the functions share of DCSPER overhead. A list of the six reports related to this function and CONARC disposition is inclosed.
- b. The analysis of functions performed by the EEO office, DCSPER reveals that functions, spaces and reports should be transferred as follows:
  - (1) Area Command None
  - (2) Force Command N/A
  - (3) D & T Command N/A
- (4) Both Force Command and D & T Command: The EEO functions currently performed by FUSA should be transferred to both major commands. Installation EEOO's will provide complete coverage from an operational standpoint, but major command direction and involvement will be necessary. Six reports are associated with this function. All are required by higher headquarters and will continue. They are:

RCS	NAME	OFFICE	AUTOMATED/MANUAL
USCSC-1123	Rpt of Precomplaint Counseling	DCSPER	x
USCSC-1077	Rpt of Complaint Counseling	DCSPER	x

RCS	NAME	OFFICE	AUTOMATED/MANUAL
ATPER-190	EEO Plans of Action	DCSPER	х
USCSC-1143	Status of Overdue Discrimination Complaint Cases	DCSPER	x
DD-M(Q)975	DOD Open Housing Rpt	DCSPER/ DCSLOG	x
DD-M(A)704	Off Base EO Status Rpt	DCSPER/ DCSLOG	x

### 4. Conclusions.

- a. A more direct DA-installation management system will result from reorganization which will not abrogate the right of major commanders to influence installation programs.
- b. The Force and D & T Commands should receive the EEO function from FUSA with no staffing required at Area Commands.
- c. The current reports are adequate and should be continued with 5 of the 6 reports going direct to DA with information copies received by the major command concerned. The sixth report (installation plans of action) should be submitted to the appropriate major command for approval.

### 5. Recommendation.

- a. That all EEO functions and spaces (4) be transferred to Force Command and D & T Command.
- b. That the current reports be retained with 5 of the 6 being transmitted directly to DA and the remaining routed to the major command concerned.

REPORTS COLLECTION FORM

0

DATE OF INTERVIEW 18 Apr 72

NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION Equal Employment Opportunity
BRANCH
SECTION

DCSPER

MAME OF INDIVIDUAL CONTACTED

LTC Watts

PHONE # FUNCTIONAL AREA (S)\_ 7863 EBS

	6. Off Base EO Status Rot	5. DOD Open Housing Rpt	4. Status of Overdue Dis- crimination Complaint Cases	3. EBO Plans of Action	2. Rpt of Complaint Processing	1. Rpt of Precomplaint Counseling	(a) Title/Name of Report
	рр-м(а) 704	575 975	USCSC- 11143	ATPER-190	USCSC- 1077 (R1)	USCSC- 1123	(b) RCS
	н	H	×	н	н	×	la C
							(c) •
	E300/Fam Housing	EE00/Fem Housing	EB00s,	EZ00s	EE00s	EE00s	(d) Origination
	DA ltr,AGAM- P(M) dtd 25 Feb 66	AR 600-18	arc 7	CON Reg 690-	CPC 7,22 Aug	CPC 7,22 Aug	(e) Authority
•	No	8	No	N	No	No	(£) CONUSA
	No	No	. 80	¥ o	No	No	(g) CONARC
	8	No	No	No	8	No	(h) Change
	Survey of off post housing	Listing of off post housing facil in compliance w DOD regs	Reports of com- plaints over 120 days	Plans establish goals & timetables in area of EEO	DA required report submitted direct from instal to DA	DA required report submitted direct from instal to DA	(1) Explanation

		sure compli- ance w/reg	nitor for commany & in-	5.Monitor for accuracy & in- sure compli- ance w/reg	4. Monitor for accuracy & insure compliance w/reg	3. nonitor for accuracy & in- sure compli- ance w/reg	2. Monitor for compliance with reg	1. Monitor for compliance with reg	Use	, Les
	: 14.		Yes	Tes	No	Yes (Info cy only	No	No	Pwd	*
			No	No	No	No No	No	No	Input   Ret	
		only)	Yes (info cy	Yes (info cy only)	(info cy only)	Yes	Yes (info cy only)	Yes (info cy only)	Retained	4
			CONARC	CONARC	N/A	HQ CONAR ATPER- PSD-EEO	N/A	N/A	Fwd to	ŝ
-			No	No	NO	No	N/A	N/A	Rpts to Inst	6)
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Company of the first of the company			N/A	A/N	Report is forwarded by installation to Director, EDD, DA, with info cy to 1A.		Report is forwarded by installation to Director, EEO, DA, with info cy to 1A.	Report is forwarded by installation to Director, EEO, DA, with info cy to 1A.	Remarks	۰۶,

(x) CONARC Disposition

- Information cy received by CONARC. Reviewed for command information.
- Information cy received by CONARC. Reviewed to assure timeliness for protection of individual rights. Used as data input staff visits.
- installation inspection/staff visits. Retained at CONARC. Review installation plans after CONUSA approval.
- Information cy received by CONARC. Used for management information. Installation reports sent (under CONARC cover letter) to DA for further transmission to DOD. Used by CONARC for staff visit data.

### CONUSA ANALYSIS SAFETY

- CONUSA Findings. The Safety Branch, PSD, DCSPER, acts to supplement DA guidance to fit the particular mission needs of the Army area.
- a. In addition to supplementing DA guidance to fit FUSA needs, the Safety Branch establishes policy as an extension of DA statements when such is required to permit installation understanding and action.
- b. The FUSA requires that installations provide reports through that headquarters for information purposes though the CONUSA must forward reports as submitted.
- c. FUSA acts as a funnel for accident prevention, accident statistical and general safety information to permit the CONARC commander to be informed on the progress of the command in this functional category.
  - d. FUSA performs no functions for DA in this area.
- 2. Validation of Installation Survey Conclusions. There is no reason to change conclusions of the installation survey based on the FUSA survey.

### 3. Function/Report Evaluation.

- a. Six spaces for this function are currently used at FUSA which includes two spaces as the proportionate share of DCSPER overhead personnel. Reports related to this function and CONARC disposition are inclosed (11 reports).
- b. Analysis of functions, performed by the Safety Branch, PSD, DCSPER, reveals that functions, spaces and reports should be transferred as follows:
- (1) Area Command One Safety Officer and clerical assistance is required to provide safety functions for the Area Command and #elated Reserve activities. Since reports are basically reactions to occurrences, all reports are applicable.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
  - (4) Both Force and D&T Commands.

The safety function currently performed by FUSA should be transferred to the FC and D&T. Four spaces should be transferred from FUSA for this function. Eleven reports, as shown in the attached inclosure will be appropriate for use by the major commands (all are required by AR).

### 4. Conclusions.

- a. The safety function is one which will be common to all established commands. The implementation headquarters, however, will remain that of the installation.
- b. The major portion of the FUSA resources should be transferred to Force and D&T Commands with provisions made for Area Command staffing.
  - c. All current reports are required by AR and will be continued.

5. Recommendation. That the FUSA function, spaces and reports be transferred to the Area Command and to the major commands to provide for adequate coordination/monitoring of this command-related function.

MANE OF STAFF SECTION/OFFICE DCSPER
DIVISION Personnel Services
BRANCH Safety

DCSPER

SECTION

DATE OF INTERVIEW 18 Apr 72

SAFETY

FUNCTIONAL AREA (S)

Significant Incident Minor Nuclear Incident (DULL SWORD) Nuclear Weapon Accident (BROKEN ARROW) Technical Report of US Army Facts Message Report Army Aircraft Accident Crash Training and Troop Movement Aircraft Accident Accident Report Accidents (BLUE BONNET) Abstract Report of Accident ernsodry Summary of Accident Data and (BESNT SPEAR) Title / Name of Report MAME OF INDIVIDUAL CONTACTED Ē .32333 R CSFOR-5 (R2) 68(\*) DD-SD (AR) 730 CSGPA-459(\*) CSGPA-1129 CSGPA-686(\*) CSGPA-646(R2) CSGPA-147(R3) RCS Mr. Hoefer × Unit Safety Office Commander Commander Safety Office: AG Office Installation Safety Office Safety Off. Board President of Aircraft Acdt Aviation Installation Installation Investigating Installation Installation Installation Origination 3 AR 385-40 AR AR AR AR AR AR 385-40 AR 385-40 Authority 385-40 385-40 385-40 385-40 385-40 • CONUSA £ NO No NO S NO NO 8 NO PHONE (g) NO NO NO NO NO NO NO S Format-No Info-Yes 3626 NO. --Change NO NO NO NO 8 NO 3 Explanation  $\Xi$ 

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(4)	Remarks	Automated at 1A & forwarded automated to CONARC & DA.							1	Ť.							

# REPORTS COLLECTION FORM

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NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION Personnel Services
BRANCH Safety
SECTION

MAME OF INDIVIDUAL CONTACTED

Mr. Hoefer

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA (S)\_

PHONE # 3626

	D 27 1740	11. DCD Explosives and Chemical Agents Accident Report	10. Chemical Weapon Accident (GREAT CLOUD) or Significant Incident (GROWING HAZE) or Minor Incident (GRADUAL MIST)	<ol> <li>Nuclear Reactor Accident, ignificant Incident or finor Incident</li> </ol>	(a) Title/Name of Report
		DD-I&L (AR) 1020	CSFOR- 124(MIN)	AEC-1006 (MIN)	RCS -
		H	*	×	is .
					c)
	, .	Installation Commander	Installation Commander	Reactor Commander	(d) Origination
		AR 385-40	AR 385-40	AR 385-40	(e) Authority
•		NO	NO	NO	(£)
		NO.	. NO	NO	(g)
		NO	NO	NO	(h) Change
	121	i.			(1) Explanation

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	•		ON	NO	NO	Dispos:	3	CONUSA Survey (cont)
			NO	NO	NO	Input Retained	<b>B</b>	
			DA, DCSPER	DA, ACSFOR	Ch. of Engrs. ATTN: ENGSO	Fwd to	(n)	
			NOME	NONE	NONE	Rpts to Inst		
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						Remarks	(b)	
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### (r) CONARC Disposition (SAFETY)

- command actions required. 1. Prepared for computer input at CONARC for local and DA printout. Used to provide field guidance and R&A data to identify
- Sent simultaneously to DA and CONARC. Used to compute CONARC accident rate.
- This is letter to DA THRU CONARC. CONARC will indorse to DA with recommendations for further action.
- 4. As required report. Direct to DA with info cy CONARC and Army concerned. Used to keep commanders concerned informed of training accidents. This report, as such, can be deleted from requirement due to improved management information capability (FOC at CONARC,
- Multiple addressee message. CONARC uses to determine status of CONUS aviation accident statistics,
- . Copy to CONARC (info). Used as management tool.
- 7./8. Information copy to CONARC (as required reports). Used to keep CG CONARC informs
- 9 N/
- 10./11. Info to CONARC. No use at CONARC HQ.

### CONUSA ANALYSIS EDUCATION

- 1. CONUSA Findings. The FUSA Commanding General is tasked to provide education services to all active Army personnel within the geographical boundaries of his Army area. Designation of installations as "hosts" for the provision of education services to those personnel not located upon the installation is accomplished by FUSA. Though geographically oriented this function is considered as a command interest item which should remain within command channels. The General Education Development (GED) task is closely aligned to the other major task of the office; that of monitorship of Project Transition which is installation oriented.
- a. The FUSA Education Branch serves as a coordinating agency serving both higher headquarters and installations in this functional area. Designation of geographical areas of installation responsibility, distribution of program guidance and the assistance provided in allocation of budget guidance and the consolidation of budgetary requests are the major tasks performed.
- b. Installations are required to submit all required reports through FUSA with the data thus obtained used to identify trends, short-comings and successes in the program. Most reports are merely consolidated with CONARC reserving the right to make changes of substance. Installations are issued budget planning guidance through FUSA and must submit their prepared budgets through that headquarters for review and approval.
- c. FUSA consolidates installation reports for submission to CONARC and reduces the CONARC span of control by acting as an intermediate office for issuance of guidance and monitorship of program progress.
- d. The coordination of DA guidance in the GED and Transition programs is the major interface between FUSA and DA.
- 2. Validation of Installation Survey Conclusions. The CONUSA Survey does not cause any changes to the conclusions of the Installation Survey.

### 3. Function/Report Evaluation.

- a. Five spaces for this function are identified at FUSA. Three are directly related to the function and two additional are the function's share of DCSPER overhead. Reports related to this function and CONARC disposition are inclosed.
- b. Analysis of functions performed by the Education Branch, DCSPER reveals that functions, spaces and reports should be transferred as follows:
- (1) Area Command No spaces or reports should be transferred here. However, this headquarters should be tasked to provide the geographical area of responsibility of each installation in this function. Coordination with each of the major commands will be required and a consistency established with other area support responsibilities.
  - (2) Force Command N/A.

- (3) D&T Command None.
- (4) Both Force Command and D&T Command. The Education functions currently performed at FUSA should be transferred to the FC and D&T. Five spaces should be transferred from the FUSA for this function. Seven reports are associated with this function, as follows:

1.	RCS DD-M 192	NAME USAFI Testing and Inventory Report	OFFICE DCS PER	AUTO/MANUAL X
2.	AHABA-13	Education Level and Participation Report	DCSPER	х
3.	ATPER-25	Educational Level Testing	DCSPER	x
4.	ATPER-289	Project Transition (Addendum to SAOSA-137)	DCSPER	х
5.	SAOSA-137	Project Transition Report	DCSPER	х
6.	AG 331	Education Services Report	DCSPER	x
7.	DDM 1133	Report on Expansion of Transition Training	DCSPER	х

### 4. Conclusions.

- a. Education services can readily be coordinated effectively at major command level.
- b. Designation of geographical areas of responsibility to installations can be accomplished by Area Commands without provision for extra staffing.
- c. The FUSA Education function should be transferred to FC and D&T with the associated transfer of current FUSA spaces and reports.

### 5. Recommendations.

- a. That the Education function be transferred to FC and D&T. Five spaces and seven reports will accompany the function transfer.
- b. That Area Commands be tasked to designate geographical areas of responsibility for installation education services without provision for extra staffing to accomplish this task.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION PSD
BRANCE Education
SECTION

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Education Services

A BAT.	0 1	Z-V	0	
3. Educational Level Testing		2. Educational Level and Participation Report	1. USAFI Testing Activity and Inventory Report	MANE OF INDIVIDUAL CONTACTED Mr. Berry (a) (b)
ATPER-25		AHABA-13 (r2)	DD-M (Q) 192 R 1	(b)
Manual		Menual	Manual	Berry (c
			100	
Installation Ctr		Installation   Education Ctr	Installation Education Ctr	(8)
to AR621-5	•	1A Reg 621-5 and CON Suppl to AR 621-5	AR 621-5	<b>(e)</b>
Not CONUSA CONARC unique unique	rected by CONARC. First Army requires participa- fion figures in addition to education level statistics.	Report is partially First Army unique. The qtrly educations level sur-	Report is not CONUSA unique	
unique	a tics.	Not CONARC Yes, First unique Army can change report	Report is No. Channot CONARC made by unique DA only	PHONE # 4577
CONARC has authority to change		Yes, First Army can change report	No. Changemade by DA only	
Report is consolidated and forwarded to CONARC.	120	See (f)	Report is checked for accuracy and forwarded to USAFI.	(A)

CONUSA Survey (cont)

		Remarks	(q)
	No remarks  No remarks		
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•	High High High High High High High High		7
	Report forwarded to USAFI  N/A  Forwarded to CONARC	Fwd to	(F)
1	deport is not be almost in the Army for the	ion Retained	(E)
-	Not used as imput for CONUSA report of report is used by this HQ for diag nostic solution as imput for a regular First Army report.  Report is used as imput for a regular for a regular for report.  Report is used as imput for report.	Disposition Input   Re	3
	Report is for- warded direct- ly from First Army to USAFI Educa- tional level portion of re- port is sub- mitted to CONAF (ATPER PSD) Report Report For- warded to CONARC	Fwd	8
	basis for conducting command wide, personally conducted inventories.  2 It of reintiated by First Army is used to determin the number participants in each grade level This permits detailed diagnosis of program requirements.  3. Report is used to determin areas of educational need	Use .	6)

### CONUSA SURVEY REPORTS COLLECTION FORM

DCSPER

NAME OF STAFF SECTION/OFFICE DCSPE
DIVISION PSD
BRANCH Education
SECTION

MAME OF INDIVIDUAL CONTACTED\_ Mr Berry

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Education Services

PHONE # 4577

	6. Education Services Report AG 331 (GED Program Report) (R1)	5. Project Transition Report SAOSA-137 (DD-M(M) 1023)	4. Project Transition A' (Addendum to SAOSA-137)	(a) Title/Name of Report
STORY PRODUCTION	G 331 (R1)	SAOSA-137 (DD-M(M) 1023)	ATPER-289	(b)
STATE STATE OF THE PARTY OF	Manual	Manual	Manual	<u>в</u> (с
THE PROPERTY.				)
	Education Ctr	Installation Transition Off	Installation Transition Off	(d) Origination
Service of the servic	AR 621-5		ONARC msg 141458Z Sep 71, subject: Project Transition Report	(e) Authority
THE RESERVE THE PERSON NAMED IN	wot CONUSA	Report is not CONUSA unique	Report is not CONUSA unique	(f) CONUSA
SASTER SCHOOLSES	Not CONARC umique	Report is CONARC unique	It is	(g) CONARC
<b>MENTAL PROPERTY</b>	No. Required by DA	First Arm does not have auth- ority to change report	CONTSA cannot change report	(h) Change
The second secon	Report is consolidated and forwarded to CONARC.	Report is checked for accuracy consolidated and for- warded to CONARC.	Only CONARC can change report	(1) Explination

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programs, determining participation, supporting approp, rpt accomp to command	¥ 1 1 8	ments	Review and analyze programs and determine accomplish-	5	gram. Infomation is needed to determine	utilized in Trans- ition Pro-	number of personnel	Report requires	Use	. G
· · · · · · · · · · · · · · · · · · ·	Report is fwd to CONARC		Report -is fwd to CONARC	S			First Army	Report is fwd from	Fwd	S
	Report used for cmd qtr briefing	mand Quarterl briefing	Report is used as imput at FUSA for com-	f e	1.	Quarterl Briefing	for Command	mput	Input Re	(1)
	Not re- tained at FUSA		Report is not re- tained in FUSA				First Army	Report is not re-	Retained	(B)
	Fwd to CONARC		Report is fwd to CONARC			to CONAR	and for- warded	Report is con- solidate	Fwd to	(n)
	N/A		N/A					N/A	Rpts to Inst	. (6)
	Originates at DA		Originates at CONARC				headquarters	Report is initiated by higher	Initiated by	,
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### CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION PSD
BRANCH Education
SECTION

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) 4577

					9		
		14-			7. Report on Expansion of Transition Training	(a) Title/Name of Report	MAME OF INDIVIDUAL CONTACTED
	. 1				DDM (M&Q) 1133	(b) RCS	
			•		Manual	ш (с	Mr. Berry
			* *			188	1
					Installation ONNARC msg	(d) Origination	
	•			Report on Expansion of Transition	CONARC msg 211556Z Dec	(e) Authority	
,					Not CONUS!	(£) CONUSA	P
				unique	It is CONARC	(g) CONARC	PHONE #
				change report	No ONUSA	(h) Change	
		130			Only CONARC can change report	(1) Explanation	

CONUSA Survey (cont)

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### CONUSA Survey (cont)

CONARC Disposition (EDUCATION)

- . N/A
- Not received at CONARC as this report. Data used to submit ATPER-25 (below).
- Used as management tool by CONARC HQ. Status of education level of all personnel reflected for command information.
- 4. Addendum to SAOSA-137 (below).
- program evaluation and future planning. Project Transition reports are CONUS-wide, with major commands (AMC, CDC, ARADCOM, TSG) providing feeder information to CONARC for consolidation and submission. Used to consolidate at CONARC for submission to DA. CONARC usage is to provide information for CG and to serve as basis for
- CONUS-wide consolidation submitted to DA. CONARC uses to inform CG of participation and extent of programs offered.
- Consolidation of CONUS-wide data submitted to DA. Used to evaluate program accomplishment vs. program goals.

### CONUSA ANALYSIS MANPOWER PROGRAMING

- 1. <u>CONUSA Findings</u>. This section summarizes the findings associated with the manpower programing function of the Force Development Division, DCSOT, FUSA.
- a. The CONUSA effort in manpower programing consists of receiving guidance from CONARC, processing, breaking out programing guidance for installations, consolidating manpower programs and forwarding to CONARC.
- b. The CONUSA furnishes manpower programing guidance to the installation in narrative format applicable to the entire fiscal year. This is published in the First Army Command Operating Program (COP). End-strength data is by message in the general CONARC Operating Program format. Installation manpower programs are submitted to the CONUSA in the installation Command Operating Budget (COB) and Budget Execution Review (BER).
- c. Manpower programing guidance is received via the CONARC Operating Program. The CONUSA distributes guidance to installations, consolidates installation programs, and forwards to CONARC.
- d. The CONUSA does not deal directly with HQ DA in accomplishing the manpower programing function.

### 2. Validation of Installation Survey Conclusions.

- a. No, there is no reason to change recommended procedures in manpower programing for Organizational Concept I, II, or III.
  - b. Not applicable, for reasons stated above.

### Function/Report Evaluation.

a. Manpower programing at the CONUSA is accomplished by the Manpower Branch of the Force Development Division, DCSOT. Identified with this function is .5 manpower spaces, one (1) report, and three (3) subfunctions concerned with preparation and coordination of manpower sections of the FUSA Command Operating Program, Command Operating Budget, and Budget Execution Review. There are presently thirtynine (39) spaces authorized in the Force Development Division. The .5 space applicable to the manpower programing function will be retained at Area Command after reorganization. However, manpower spaces available for redistribution are delineated in succeeding CONUSA analyses dealing with other functional areas of Force Development. Of the thirty-nine (39) spaces previously mentioned, four (4) are supervisory and clerical spaces assigned to the Force Development Division Chief's office. After reorganization, at least one (1) space will no longer be required. It is envisioned that the DCSRF and DCSOT staff sections will be combined after reorganization. As discussed below and in the following analyses, Force Development functions for Reserve Components are being accomplished by the DCSRF. Thus, it is likely that the reorganized Force Development activity

may be headed by someone presently organic to the DCSRF, thereby freeing additional spaces for redistribution to Force and D&T Commands. Additionally, attached as inclosure 1 to this form is a CONUSA Survey Reports Collection Form listing the one report associated with manpower programing. It should be noted that the primary documents by which guidance is given and programs received (COP, COB, BER) are not reports and are not shown on the attached inclosure.

- b. The function of manpower programing will be a necessary requirement at all levels of command after reorganization. Since only .5 spaces have been identified at the CONUSA, it is somewhat difficult to parcel this portion out to the categories listed below. In fact, for this particular function, it will be necessary to retain the .5 space at the Area Command. (See b(1) below.)
- (1) Area Command The manpower programing function will be retained at the Area Command to accomplish programing for Reserve Components, area support activities, Advisory Groups, ROTC detachments, and Area Command Headquarters. Presently, the programing function is being carried out by the DCSRF for Reserve Components. After reorganization and upon consolidation of the DCSRF and DCSOT staff sections, it is envisioned that a Force Development division can be organized utilizing personnel presently assigned. The .5 space will be retained at the Area Command. The CSFOR-78 Manpower Utilization and Requirements Report will continue to be submitted for assigned units by the Area Command. Submission will be to Force Command Force Development staff activity. (Note: DA OACSFOR is presently conducting a study with a view towards eliminating the CSFOR-78 Report.)
  - (2) Force Command None.
  - (3) D&T Command None.
- (4) Both Force Command and D&T Command Manpower programing with its related subfunctions will be an essential function at both Force and D&T Commands for active Army units. Program guidance and end-strength data will be issued to subordinate installations who will prepare COB's and BER's and submit to major command for inclusion in the command's submission to DA. The CSFOR-78 Manpower and Utilization Report (inclosure 1) will be retained initially, contingent upon the outcome of a study presently being conducted by the DA OACSFOR dealing with the feasibility of eliminating this report. Based on the assumed mission, area of responsibility, and number of units programed for assignment to both Force and D&T Commands, it appears that approximately three spaces will be required at each headquarters to accomplish manpower programing. As a related area, Force Structuring, a Force Development function not accomplished at the installation or CONUSA, will be a requirement at Force and D&T Commands. It is envisioned that a Force Structure Division will be formed at both major commands and will include manpower programing and manpower allocations as functions performed by this staff element. Total manpower spaces per command will likely approximate thirteen (13), with three (3) spaces allocated to the Division Chief's office, three (3) spaces for manpower programing, two (2) for force structuring, and five (5) for manpower allocations.
  - (5) Installation None.
  - (6) DA and Other None.

(7) Eliminate - None.

### 4. Conclusions.

- a. Manpower programing is an essential function of the Force Development activity at all levels of command.
- b. Manpower programing presently accomplished by the DCSRF at the CONUSA will continue and should provide the nucleus for the Area Command Force Development activity after reorganization and consolidation of DCSRF and DCSOT staff activities.
- c. The .5 space presently associated with this function at the CONUSA will be retained at the Area Command.
- d. Manpower spaces to perform the manpower programing function at major command level will be available as a result of a greatly diminished Force Development workload for Active Army units at Area Command level.
- e. The CSFOR-78 Manpower Utilization and Requirements Report will continue to be submitted by subordinate units to Area Command and to Force and D&T Commands.

### 5. Recommendations.

- a. Manpower programing be retained at the Area Command to accomplish this function for Reserve Components, area support activities, Advisory Groups, ROTC detachments, and Headquarters, Area Command.
- b. Manpower programing for other Active Army units be removed from the CONUSA and be accomplished at both Force and D&T Commands.
- c. Maximum utilization be made of personnel presently accomplishing manpower programing functions in the office of the DCSRF in establishing a Force Development staff activity after reorganization.

### CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSOT

DIVISION FORCE DEVELOPMENT

BRANCH MANPOWER

SECTION AUTHORIZATIONS

DATE OF INTERVIEW

FUNCTIONAL AREA (S) MANPOWER PROGRAMING

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	CSFOR-78	(b)	TACTED MR.
		(c)	PARISEAU
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	DPTSEC	(d) Origination	
Jul 71.	AR 570-3, Mar 71, CON Reg 600-4, Sep 71, AR 37-100-72,	(e) Authority	
	NO .	(f) CONUSA	P
	NO	(g) CONARC	PHONE #
	No	(h) Change	
136	Req and format established by DA.	(1) Explanation	

CONUSA Survey (cont)

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137		Manpower Branch. Submissions from Installations can be returned or changed by 1A prior to final approval only.	Remarks	(2)	

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CONARC Disposition

PART A -The Part A of the CSFOR-78 is distributed to all Activity Directors at HQ CONARC. Data is used to program manpower requirements in the Command Operating Program, Command Operating Budget, and at the Budget Execution Review. The CONARC DCSLOG also uses the Part A in determining base operations requirements. This report is forwarded to DA OACSFOR. (Note: This report is according to regulations, supposed to be forwarded to CONARC by the CONUSA, consolidated, and forwarded to DA. CONARC has never been able to perform the consolidation function and has issued instructions to the CONUSA to forward the report to DA and to CONARC.

PART B - Not used.

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## CONUSA ANALYSIS MANPOWER ALLOCATIONS

- 1. CONUSA Findings. This section summarizes the findings associated with the manpower allocation function of the Force Development Division, DCSOT, FUSA.
- a. The allocation of manpower spaces at the CONUSA consists of spreading available resources in support of recognized requirements. This, in effect, is the distribution of controlled manpower, both military and civilian, as of the end of the fiscal year. Distribution of endstrengths to the CONUSA is made by message or letter from HQ CONARC. The CONUSA spreads spaces not earmarked by HQ CONARC, see Appendix 2 to Annex D, FUSA Survey Report, between subordinate installations.
- b. Allocations to installations for civilian spaces are made in the form of messages detailing endstrengths and are based on requirements that exist as of that time and date. Military allocations for GSF units are formatted and distributed through the Troop Action Book. STRAF and REFORGER units receive manpower allocations via a Troop List and merely pass through the CONUSA.
- c. The CONUSA receives manpower allocations from CONARC, breaks out both earmarked and non-earmarked spaces by installation, staffs proposed allocations, and forwards to the installation.
- d. The CONUSA does not deal directly with HQ DA in accomplishing the manpower allocation function.
- 2. Validation of Installation Survey Conclusions.
- a. No, there is no reason to change recommended procedures in manpower allocations for Organizational Concepts I, II, or III.
  - b. N/A, for reasons stated above.

### 3. Function/Report Evaluation.

- a. Manpower allocation at the CONUSA is primary accomplished by the Manpower Branch of the Force Development Division, DCSOT. Identified with the function is 4.8 manpower spaces, of which one is related only to supervision, one (1) report (inclosure 1), and seven (7) sul-functions as listed in the FUSA Organization and Functions Manual. Since the mission of the Area Command after reorganization will be primarily oriented towards Reserve activities and area support, and since the DCSRF presently accomplishes the manpower allocation function for Reserve Components, it is envisioned that the 4.8 spaces identified with manpower allocation in Force Development can be redistributed to major command level. The additional workload at Area Command in the allocation function will be so slight that it should be absorbed by the DCSRF with no anticipated difficulty or additional manpower spaces. It should be noted that manpower allocations are issued through troop lists, troop action books, and messages and are not shown on the attached inclosure.
- b. The function of manpower allocations will be a necessary requirement at all levels of command after reoganization.

- (1) Area Command The manpower allocation function will be retained at the Area Command to accomplish allocation for Reserve Components, area support activities, Advisory Groups, ROTC detachments, and Area Command Headquarters. Presently, the allocation function is being carried out by the DCSRF for Reserve Components. After reorganization and upon consolidation of the DCSRF and DCSOT staff sections, it is envisioned that a Force Development Division can be organized utilizing personnel presently assigned to the DCSRF. The 4.8 spaces authorized in the Force Development Division may be utilized in providing staffing to accomplish this function at Force and D&T Commands.
  - (2) Force Command None.
  - (3) D&T Command None.
- (4) Both Force Command and D&T Command Manpower allocations will be an essential function at both Force and D&T Commands for Active Army units. Distribution of end-strengths for GSF units will be provided to installations direct from major commands in the Land Forces Model format. Civilian space allocations will flow by messages based on existing requirements. Military allocations will be formatted and distributed by Troop Lists and Troop Action Books. The Manpower Subject to DA Manpower Voucher Report, CSFOR-128, will be retained by both commands initially, contingent upon the outcome of a study presently being conducted by the DA OACSFOR dealing with the feasibility of eliminating this report. As a result of the analysis of the manpower allocation function at Headquarters First Army, and, taking into consideration the assumed mission of the Force and D&T Commands, their areas of responsibility and number of units programed for assignment to both commands, it is anticipated that five (5) spaces will be required at each headquarters to accomplish the manpower programing function.
  - (5) Installation None.
  - (6) DA and Other None.
  - (7) Eliminate None.

### 4. Conclusions.

- a. Manpower allocation is an essential function of the Force Development activity at all levels of command.
- b. Manpower allocation presently accomplished by the DCSRF at the CONUSA will continue and should provide the capability for the Area Command Force Development activity after reorganization and consolidation of DCSRF and DCSOT staff activities.
- c. The 4.8 spaces presently associated with this function at the CONUSA will be available for distribution to Force and D&T Commands.
- d. The CSFOR-128 Manpower Subject to DA Manpower Voucher Report will continue to be utilized at Area, Force, and D&T Commands until the decision is made at HQ DA as to future requirements for this report.

### 5. Recommendations.

a. Manpower allocations be retained at the Area Command to accomplish this function for Reserve Components, area support activities, Advisory Groups, ROTC detachments, and Headquarters, Area Command.

- b. Manpower allocations for the active Army units be removed from the CONUSA and be accomplished at both Forces and D&T Commands.
- c. The CSFOR-128 Manpower Subject to DA Manpower Voucher Report be retained for use by Area, Forces and D&T Commands contingent upon final evaluation and verification of requirements by DA OACSFOR.

# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW

FUNCTIONAL AREA (S) MANPOWER ALLOCATIONS

PHONE #

NAME OF STAFF SECTION/OFFICE DEVELOPMENT
BRANCH MANPOWER
BECTION AUTHORIZATIONS

NAME OF INDIVIDUAL CONTACTED

npower Subject to DA anpower Voucher Title/Name of Report CSFOR-128 RCS × Origination DPTSEC 3 AR 570-6, Jul 70 w/ CON Suppl Authority <u>e</u> (f) CONUSA NO (g) ON Change ON. E Req and format established by DA. Explanation

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CONUSA Survey (cont)

(r) CONARC Disposition

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Report received in the DCSFOR where it is reviewed for accuracy; processed, consolidated into command totals and forwarded to DA, OACSFOR.

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## CONUSA ANALYSIS MANPOWER REQUIREMENTS

- 1. <u>CONUSA Findings</u>. This section summarizes the findings associated with the manpower requirements function of the Force Development Division, DCSOT, FUSA.
- a. First United States Army (FUSA), as an intermediate command, receives manpower requirements guidance from HQ CONARC and establishes requirements parameters for subordinate installations. To accomplish this function, the CONUSA conducts pre-survey reviews of manpower survey documents, staffing of survey documents, monitoring of manpower surveys, and provides FUSA comment on completed reports.
- b. The FUSA requires CSFOR-76 Manpower Survey Reports from the installations. In turn, the FUSA provides notification of impending manpower surveys, reviews pre-survey documents, and conducts TDA update upon receipt of approved survey documents. Additionally, requests from subordinate units for changes in manpower requirements are reviewed at the CONUSA. Decision authority is limited to disapprovals only.
- c. The FUSA provides minimal administrative support to the CONARC Regional Manpower Survey Team. Additional response to CONARC by the CONUSA in performing the manpower requirements function is limited to processing reclamas and forwarding documents.
- d. The CONUSA does not deal directly with DA in accomplishing the manpower requirements function.

### 2. Validation of Installation Survey Conclusions.

- a. No, there is no reason to change recommended procedures in manpower programing for Organizational Concept I, II, or III.
  - b. Not applicable, for reasons stated above.

### 3. Function/Report Evaluation.

- a. The manpower requirements function at the CONUSA is accomplished primarily by Manpower Branch, Force Development Division, DCSOT. Two (2) of the fifteen (15) subfunctions listed in the FUSA O&F Manual categorized as relating to manpower requirements are accomplished by the Force Structure Branch. Identified with the requirements function is 10.3 spaces, which includes three (3) spaces for supervisors and clerical personnel not directly associated with accomplishing the fifteen (15) subfunctions. Reports related to this function and CONARC disposition are at inclosure 1.
- b. The manpower requirements function will not be required at Area Command level after reorganization. Analysis of functions performed by the Manpower Branch in manpower requirements reveals that spaces and reports should be transferred as follows:
- (1) Area Command The manpower requirements function consists essentially of processing and assisting in the conduct of manpower

surveys. This function can be better performed at major command level after reorganization. The 10.3 spaces presently associated with this function can be redistributed to Force and D&T Commands. The CSFOR-76 Manpower Utilization Survey Report will be submitted by Area Command Headquarters and TDA units subject to manpower surveys.

- (2) Force Command None.
- (3) D&T Command None.
- (4) Both Force and D&T Commands Manpower requirements will be an essential function at both Force and D&T Commands after reorganization. Regional Manpower Survey Teams currently assigned to CONARC should be reassigned to both major commands, thus providing the commander with a manpower survey capability. Schedules will be developed, pre-survey reviews conducted, and processing of completed reports accomplished at major command level. Requests for changes to units/installations manpower requirements will flow direct to major command headquarters.
- (a) Reports associated with the manpower requirements function are included at inclosure 1 and are discussed below:
- 1. CSFOR-76, Manpower Utilization Survey Report. This report will continue to be required by both Force and D&T Commands after reorganization. The primary user will be D&T Command since only TDA activities are subject to manpower survey. However, Force Command will have some assigned TDA activities, thus requiring this report.
- 2. CSGPA-1060, Review of Training Establishment Manpower Programs. This report is submitted by Army schools and adjusts manpower requirements based on changes in forecast student loads. This report will not be required by Area Commands or Force Command, assuming no Army schools fall under the purview of the Force Command. D&T Command will be prime recipient of this report.
- (b) As a result of the analysis of the manpower requirements function at Headquarters FUSA, and, taking into consideration the assumed missions of Force and D&T Commands, their areas of responsibility, and number of units programed for assignment to both commands, it is anticipated that each command will establish a Utilization and Requirements Branch requiring eighteen (18) spaces at D&T Command and twelve (12) spaces at Force Command (includes supervisors and clerical positions).
  - (5) Installation None.
  - (6) DA and Other None.
  - (7) Eliminate None.

### 4. Conclusions.

a. The determination of manpower requirements is an essential function of Force Development activities at major command level.

- b. Conduct and processing of manpower survey documents at Area Command is not required after reorganization.
- c. The 10.3 spaces presently associated with this function at FUSA will be available for redistribution to major command level after reorganization.
- d. The CSFOR-76 report should be submitted directly from installation to major command.
- e. The CSGPA-1060 report will be submitted by Army schools directly to both Force and D&T Commands. (NOTE: The only submitting agency under Force Command will be the USAJFKCENMA/USAIMA.
- 5. Recommendations. It is recommended that the--
- a. Elimination of the manpower requirements function at CONUSA and consolidation at major command level be effected coincident to reorganization.
- b. Spaces made available at CONUSA headquarters by eliminating the manpower requirements function at that management echelon be redistributed to cover Force Development staffing requirements at Force and D&T Commands.

CONUSA SUKVEI
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSOT
DIVISION FORCE DEVELOPMENT
BRANCH MANPOWER
SECTION REQUIREMENTS

NAME OF INDIVIDUAL CONTACTED

DATE OF INTERVIEW

FUNCTIONAL AREA (S) FORCE DEVELOPMENT

PHONE #

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	Review of Training Establishment Manpower Programs	Manpower Utilization Survey	(a) Title/Name of Report
	CSGPA- 1060	CSFOR-76	(b) RCS
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	CON Ltr or msg, ATFOR-MCD-UR issued yearly with LA indorsement	AR 570-4, Oct 69; CON Reg 1-45, Oct 67; DA Pam 570-4, Mar 70	(e) Authority
	NO	NO	(f) CONUSA
	YES	, NO	(g) CONARC
	NO	NO	(h) Change
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The second secon			149			Report is forwarded direct to CONARC from the school.	Manpower Branch. Submissions from installations can be returned or changed by IA prior to final approval only.	Remarks	(9)	

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CONARC Disposition

Report is received in the DCSFOR and is used to establish manpower requirements. The approved report is forwarded for information to HQ DA. Approval authority has been delegated to HQ CONARC except for Survey Reports pertaining to HQ CONARC and the four (4) CONUSA.

Report is received in the DCSFOR. It is reviewed, processed, consolidated and forwarded to the DA DCSPER.

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### CONARC ANALYSIS CIVILIAN FUNDING

- 1. CONUSA Findings. This section summarizes the findings associated with the civilian funding function of the Force Development, DCSOT, FUSA.
- a. First United States Army (FUSA), as an intermediate command, receives funding guidance from HQ CONARC. Essentially, the 1st Army Comptroller receives a lump sum of money to finance 1st Army missions and activities. Endstrength data is provided the Force Development Division. Both dollar and endstrength data is given to the Activity Directors responsible for OMA Programs. After analysis and alignment of priorities, the Activity Directors provide the Comptroller with their desired breakout of funds. Included within this breakout is funding data for civilian pay.
- b. The FUSA requires actual dollar data expended by the installation for compensation, benefits, and overtime related to civilian pay. This information is received via the CSFOR-78 Manpower Utilization and Requirements Report, a document also used for programing. In turn, the FUSA provides endstrength and dollar data to the installation for inclusion in manpower program documents forwarded to the CONUSA. (Note: See CONUSA Analysis Manpower Programing.)
- c. The CONUSA submits civilian funding requirements to CONARC in response to guidance previously furnished. Civilian funding, although surveyed as a separate function at the installation and at CONUSA, becomes essentially a programing function at higher levels of command. Additional response to CONARC consists of reacting to endstrength reductions dictated by austere funding.
- d. The CONUSA does not deal directly with DA in accomplishing the civilian funding function.

### 2. Validation of Installation Survey Conclusions.

- a. No, there is no reason to change recommended procedures in manpower programing for Organizational Concept I, II, or III.
  - b. N/A, for reasons stated above.

### 3. Function/Report Evaluation.

- a. The civilian pay function is essentially a programing function at the CONUSA and is assumed as an inherent responsibility of the Manpower Branch. Thus, no spaces are associated specifically with this function at FUSA. Likewise, a review of the FUSA Organization and Functions manual revealed no sub-functions listed referring to the civilian funding function. Discussions held with the Authorizations Section Chief revealed that coordination with the Budget Office of the DCSCOMPT is effected to ensure funds are available to support endstrength figures. Guidance to installations is published in the FUSA Command Operating Program, discussed in CONUSA Analysis Manpower Programing. The CSFOR-78 report related to this function and CONARC disposition is attached.
- b. The civilian funding function has no spaces authorized at the CONUSA. Spaces and functions related to each level are discussed below:

- Area Command None. This function will continue to be an inherent activity of programing and will continue to be performed by that staff element after reorganization.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command:
  The civilian funding function at major command level will be accomplished by the manpower programing activity of the Force Structure Division. No additional spaces will be required over those previously stated in providing staffing for manpower programing. Data pertaining to actual dollar expenditures for civilian pay portrayed in the CSFOR-78 report will continue to be required at Force and D&T Command level after reorganization. The possible elimination of the report is contingent upon DA OACSFOR insuring required data is available, properly formatted, and usable from the BASOPS.
  - (5) Installation None.
  - (6) DA and Other None.
  - (7) Eliminate None.

### 4. Conclusions.

- a. The civilian funding function, as included within the functional area of Force Development, is included within the manpower programing function.
- b. No spaces are associated specifically with the civilian funding function as performed by the Force Development Division, DCSOT, FUSA.
- c. The CSFOR-78 report will continue to be submitted to Area Command and to Force and DGT Commands after reorganization.
- 5. Recommendations. It is recommended that:
- a. The civilian funding function be performed at Area, Force, and D&T Commands by manpower programing personnel.
- b. No additional spaces be authorized to accomplish this function at Area, Force, or D&T Commands.

CONUSA SURVEY
REPORTS COLLECTION FORM

DE OF STAFF SECTION/OFFICE DCSOT

DIVISION EDDCE DEVELOP ENT

BRANCH MANPOWER

SECTION AUTHORIZATIONS

NAME OF INDIVIDUAL CONTACTED NR. PARISEAU (B) (e) Authority (f) CONUSA PHONE # (g)

FUNCTIONAL AREA (S) MANPOYER PROGRAMING

DATE OF INTERVIEW

Change NO 3 Req and format established by DA. Explanation  $\Xi$ 

power Utilization and uirements

CSFOR-78

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NO

NO

AR 570-3, Mar 71, CON Reg 600-4, Sep 71, AR 37-100-72, Jul 71.

Title/Name of Report

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		6	Actual		
		Manpower Branch. Submissions from Installations can be returned or changed by 1A prior to final appronly.	Remarks	(9)	

CONARC Disposition

PART A - The Part A of the CSFOR-78 is distributed to all Activity Directors at HQ CONARC. Data is used to program manpower requirements in the Command Operating Program, Command Operating Budget, and at the Budget Execution Review. The CONARC DCSLOG also uses the in the Command Operations requirements. This report is forwarded to DA OACSFOR, (Note: This report is according Part A in determining base operations requirements. This report is forwarded to DA OACSFOR, (Note: This report is according to regulations, supposed to be forwarded to CONARC by the CONUSA, consolidated, and forwarded to DA. CONARC has never been able to perform the consolidation function and has issued instructions to the CONUSA to forward the report to DA and to CONARC.

RT B - Not used.

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### CONUSA ANALYSIS UNIT DOCUMENTATION

- CONUSA Findings. This section summarizes the findings associated with the unit documentation function of the Force Development Division, DCSOT, FUSA.
- a. The unit documentation function at the First U.S. Army Headquarters consists of reviewing TAADS documents for context, adherence to directives, correctness of data contained thereon, and proper formatting. Responsibility for processing TAADS documents is split between the Documents Branch and the Force Structure Branch. After processing and staffing, documents are forwarded to higher headquarters.
- b. Under the present TAADS concept, the FUSA requires all TAADS documents to be forwarded from the installation to the CONUSA for processing. VTAADS, currently planned for implementation in December 1972, will bypass the CONUSA and route documents directly to major command headquarters. However, for purposes of the analysis, existing TAADS procedures will be discussed. To this effect, approval authority for selected actions applicable to TDA's has been delegated to the CONUSA. This authority has been generally restricted to internal adjustments between TDA's and changes of noncontrolled MOS's. After approving documents as applicable, or receiving approved documents from CONARC, FUSA forwards the document to the installation and initiates changes to TDA's.
- c. FUSA assures documents forwarded to CONARC are correctly prepared, properly formatted, and fit within published guidance. Approval, as appropriate, is given TAADS documents by the CONUSA without forwarding to CONARC.
- d. The CONUSA does not deal directly with HQ DA in accomplishing the unit documentation function.
- 2. Validation of Installation Survey Conclusions.
- a. No, there is no reason to change recommended procedures in unit documentation for Organizational Concepts I, II, or III.
  - b. Not applicable, for reasons stated above.
- 3. Function/Report Evaluation.
- a. The unit documentation function at the FUSA is split effort between two branches of the Force Development Division, DCSOT. The Force Structure Branch processes all TOE and MTOE actions, both STRAF and GSR. The Documents Branch handles all TDA's, both active Army and Reserves. Identified with the unit documentation function is a total of 19.4 spaces in both branches. Review of the FUSA Organization and Functions Manuals indicates that twenty-one (21) sub-functions relate to the documentation function. Additionally, two (2) reports are associated with the unit documentation function.
- b. The unit documentation function will be required at all levels of command after reorganization.
  - (1) Area Command At the present time, all Reserve TAADS

documents are received at FUSA by the DCSRF in hard copy format. After processing, they are forwarded to the Documents Branch for a final check and forwarding to CONARC. The DCSRF capability will remain after reorganization. Thus, a base will be available upon which to build a Force Development staff capability to accomplish the unit documentation function. Of the 19.4 spaces presently authorized, only four (4) should be retained to provide additional expertise and assume TAADS processing for Area Command Headquarters, are support activities, Advisory Groups, and ROTC detachments. This should free 15.4 spaces for redistribution as required. The two (2) reports listed as Inclosure 1 will continue to be required by the Area Command. In regards to the forthcoming implementation of VTAADS, the bypassing of the Area Command by unit documents should result in further space savings.

- (2) Force Command Not applicable.
- (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command:
  Unit documentation will be an essential function at both Force
  and D&T Commands after reorganization, both before and after VTAADS.
  Based on the CONUSA survey, careful analyses of TDA's, assumed
  missions, and anticipated assignment of units, the following organization is anticipated within the Force Development staff element at both Force and D&T Commands:

DOCUMENTS DIVISION

Space Requirements Branch D&T Command Force Command Division HQ 5 Plans and Policies 5 5 3 2 General TDA Special TDA 10 2 4 15

35

- (a) To offset this anticipated manpower space requirement, 15.4 spaces should be available for redistribution from the FUSA. Although not surveyed, it is anticipated comparable space savings will be realized at other CONUSA's and at HQ CONARC.
- (b) The CSFOR-131 Equipment Survey Report and the CSGPA-946 Non-Deployment Mobilization Troop Basis reports will continue to be required after reorganization.
- (5) Installation Actual redistribution of functions or spaces to the installation is not anticipated. However, it should be noted that a large portion of the effort exerted in the Documents Branch at the FUSA is directed towards correcting and returning TAADS documents improperly prepared at the installation level. Additional expertise and stability may be required at the installation to insure rapid processing under any organizational structure. The preparation of a very detailed, step-by-step, block-by-block, handbook for the preparation of TAADS documents may be required.
  - (6) DA and Other None.
  - (7) Eliminate None.

Schools and Training

### 4. Conclusions.

- a. The unit documentation function is an essential function of Force Development activities at Area, Force, and D&T Commands after reorganization.
- b. The elimination of unit documentation activities for active Army units at the FUSA will result in approximately 15.4 spaces being made available for redistribution to major command level.
- c. The CSFOR-131 Equipment Survey Report and the CSGPA-946 Report will continue to be required after reorganization.

### 5. Recommendations. It is recommended that the:

- a. Unit documentation function for active Army units not assigned to the Area Command be eliminated at the Area Command and be performed at major command level.
- b. Spaces made available at CONUSA headquarters by eliminating the unit documentation function for active Army units not assigned the Area Command be redistributed to cover Force Development staffing requirements at Force and D&T Commands.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSOT

DIVISION FORCE DEVELOPMENT

BRANCH DOCUMENTS AND FORCE STRUCTURE

SECTION

MAME OF INDIVIDUAL CONTACTED

DATE OF INTERVIEW

PHONE &

FUNCTIONAL AREA(S)

FORCE DEVELOPMENT

				Mon-Deployment Mobilization Troop Basis (NDMTB)	Equipment Survey Reports	(a) Title/Name of Report
The state of the state of the state of				0904 1000 1000 1000 1000 1000 1000 1000	CSFOR-131	(b) RCS
The second second second		,		*	×	IB (
And the same				×		(c)
Approximately high-public at 1 and 10 and 10				DPTSEC		(d) Origination
Andrew Control of the		•		AR 310-49, Mar 70, CONARC Ltr, ATFOR-FS-PP, 27 Apr 71	CON Ltr ATFOR-DD- ESO, 1 Oct 71	(e) Authority
The state of the state of the state of	. /			ON	NO	(f) CONUSA
				6	YES	(g) CONARC
or bring the contract and an experience.				. CN	NO	(h) Change
and the second of the second s			159	Prepared manually at instal and automated at IA level.	Instal Surveys fud direct,	Explanation

	Ô			0	Used as a base YES/NO document for future instal updates of TDA	Use	(C)
				YES	YES/NO	Fwd	(3)
			1-6	. No	NO	Input Ret	(1)
				NO	8	Retained	(m)
				CONARC ATFOR- FS-PP	CONARC ATFOR- DD-ESO	Fwd to	(n)
				N/A	N/A	Rpts to Inst	(0)
			*	N/A	V/N	Initiated by	
					7	Rqmt	
*					7	Auth	(4)
					7	Actual	
		160		Force Structure Branch, RCS is supposed to have been dropped,	Documents Branch, Forwards only those documents for which approval authority has not been delegated,	Remarks	(p)

CONUSA Survey (cont)

CONARC Disposition

Report is received in the DCSFOR where it is checked for accuracy, the data bank is updated, report approved and forwarded to DA OACSFOR.

Report is received in the DCSFOR where supporting TAADS documents are processed and approved, troop bases are consolidated, and forwarded to DA.

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## CONUSA ANALYSIS INDIVIDUAL TRAINING - RESERVE COMPONENTS

- 1. CONUSA Findings. The individual training function at First US Army (FUSA) is divided between two staff sections, with DCSOT supervising the Active Army and DCSRF supervising the Reserve Components. This analysis will address the Reserve Component of DCSRF. Training Division, DCSRF, of which Individual Training is a branch, is the focal point for coordination of all actions involving establishment of training goals and for implementation of policies, directives, and procedures pertaining to Reserve Component training. Training Division, on recommendation from Individual Training Branch, recommends priorities for support of equipment fill and other logistical support for both inactive duty (IDT) and annual training (AT) periods.
- a. FUSA, as an intermediate headquarters, is the action agency responsible for implementing general policies established by CONARC, a planning agency. For the installation or individual, as the case may be, the FUSA mobilization individual must have a focal point for the resolution of day to day problems which arise with respect to training and training support.
- b. Individual Training Branch is not in a position to require specific requirements of class I and II installations. Through periodic visits to installations, coordination of reserve troop and equipment assets to accomplish projects at the installation can be finalized.
- c. Individual Training Branch, Training Division, DCSRF, coordinates all matters pertaining to enrollment of Reserve Component personnel into CONARC service schools and also recommends establishment of specific USAR schools to satisfy FUSA requirements.
- d. FUSA, as a subordinate headquarters to CONARC, does not perform any direct function for DA.
- Validation of Installation Survey Conclusions. The individual training for Reserve Components was studied at the installations. Analysis of this function indicates that there will be no increased impact on the installations.

### 3. Function/Report Evaluation.

- a. Nine spaces for this function are currently used at FUSA. Reports related to the function are at paragraph 3b(1).
- b. Analysis of function performed by Individual Training Branch, DCSRF, reveals that functions, spaces, and reports should be transferred as follows:
- (1) Area Command: The individual training of Reserve Components should remain with the Area Command. There must be a regional head-quarters between Force and D&T Commands to coordinate programs and to ensure that the span of control does not become too unmanageable. Nine spaces should be transferred from FUSA to the Area Command. Ten reports are associated with this function as follows:

RCS	NAME	OFFICE	OR MANUAL
None	Planned Input to Army Service Schools	DCSOT	Manua1
ATIT-236 (R-4)	USAR School Student Enrollment CONARC Form 920-R	CONARC ATIT	Manual
None	USAR Army Reserve Schools Estimated Training Litera- ture Requirement CONARC Form 919-R	Service Schools	Manual
None	Student Enrollment and Attendance Report 1AA Form 585	AHARF-I	Manual
None	Student Enrollment 1AA Form 528-R	AHARF-I	Manua1
None	Roster of CGSC Students Eligible for Phase X	AHARF-I	Manual
None	Nomination for Attendance at CG's Instructor Training Conference	RCPAC NGB	Manual
None	Association of the United States Army USAR School Award	CGSC upon selection	Manua1
None	Staffing Guide AHARF Form 18	OCAR DA	Manua 1
None	Roster of Instructor Personnel for IDT Phases of Basic Officer Advance Course	Service School	Manua1

- (2) Force Command Not applicable.
- (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command Not applicable.
- (5) Installation Not applicable.
- (6) DA and other Not applicable.
- (7) Eliminate Not applicable.
- 4. <u>Conclusion</u>. That there must continue to be a regional headquarters to coordinate training programs and maintain the span of control at a manageable level. The Area Command provides this organization. The nine spaces should be retained at the Area Command.
- 5. Recommendation. That all spaces, functions, and reports be retained at Area Command. This will include ten reports and nine spaces.

# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 18 Apr 72

DAME OF STAFF SECTION/OFFICE DESCRIPTION Training BRANCH SECTION

FUNCTIONAL AREA(S) Reserve Components/Training

HAME OF INDIVIDUAL CONTACTED	1	LTC Mercier	l,				PHONE # 7443		
(a) Title/Name of Report	RCS	) el	В	(d) Origination	(e) Authority	(f)	(g) CONARC	(h) Change	(1) Explanation
. lanned Input to Army Service Schools	DC3OT (None)	×		MUSARC	00N Suppl 1 to AR 351-7	YES	NO	NO	1AA Form 547 is distributed the MUSARC - These 16 report
-I-a									are consolidated and forwar to DCSOT (Schools) and place FUSA Active/Reserve
Α-									school input report and so mitted to HQ CONARC (ATION Report is forwarded to DC annually on/or about 15 Jac 3
2. USAR School Student Ehrollmen COMARC Form 920-E	2369P4)	×	,	USAR Schools	Annex 41, ON Reg 350-1	ð	YES	ON	Reviewed at CONUSA for ac and proper format.
3. United States Army Reserve 1s Estimated Training Lit- are Requirements CONARC	None	*		USAR Schools	Annex AL, CON Fag 350-1	#	YES	NO	This is four separate repositions and AT.
4. Student Enrollment and Attendance Report 144 Form 585	AHARF-I	×		USAR Schools	FUSA Reg 140-8	YES	NO	YES	The form, its use, and from reporting is under conconvisa co.
5. Student Enrollment LAA Form 528-R	None	×		USAR Schools		Tes	NO	YES	The form, its use, and for of reporting is under a
		-							
					_		_		

Survey (cont)

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	f No		ON	Ori	YES	SEX	Fwd	8	A THE L
	NO		No	YES	No	SEX	Input Re	3	Court Court
	YES		YES	NO	NO	NO	Retained	(B)	
	NO		¥6	Service Schools	CONARC	DCSOT	Fwd to	(R)	
					4.000		Rpts to Inst	(0)	
	FUSA		FUSA	CONARC	CONARC	HUSARO'S	Initiated by		
	7		7	7	7	1	Rqmt		
	w		ω	ω	w	۲	Auth	(p)	
	w		w	w	w	ь.	Actual		
165				Consolidated at FUSA before forwarding.		No Comment	Remarks	(b)	

CONUSA Survey (cont)

CONARC Disposition

ATIT 236 (R4)

USE

agencies of yearly activations and organizational data pertaining to the various USAR Schools within CONUS and oversea commands and the establishment To advise this headquarters and interested

to evaluate, improve, and monitor the USAR School program effectiveness as pertains to staff, faculty, and student

strengths; and to assist DA in preparing

of departments and satellites; and to

provide data on student enrollment at USAR Schools. Information is used

budget estimates.

Internal

# CONUSA SURVEY REPORTS COLLECTION FORM

MAME OF STAFF SECTION/OFFICE DOSNET DIVISION Training DRANCH Individual Training SECTION

FUNCTIONAL AREA(S) Reserve Component/Training

DATE OF INTERVIEW

18 Apr 72

4-1-A	( 3 8						
	Personnel for IM Phases of BOLO	9. Staffing Guide, AMARF Form 18.	8. Association of the United States Army USAR School Award	7. Nominations for Attendance at Instructor CG Training Con- ference	6. Mosters of CGSC Students eligible for Phase X	(a) Ricle/Mame of Report	MAME OF INDIVIDUAL CONTACTED
	None	None	None	None	None	RCS	
· · · · · ·	×	×	×	×	×	E (C	LTC Mercier
						A	
	FUSA	USAR Schools	USAR Schools	USAR Schools	USAR Schools	(d) Origination	
	Anx AL, ©: Reg 350-1	Amnual Directive let-	AR 140-126	CON Cir 140-2	00N Gir 350-2	(e) Authority	
	NO	YES	. Off	NO	NO	COMUSA	P
	YBS	No	NO	YES	YES	CONARC:	PHONE # 71
	NO	YES	NO	O	NO	(h) Change	71413
	Letter form, made up at from information extract from Form 18, Staffing Gu	The form, its use, and of reporting is under cof CONUSA CG.	167		Separate rosters for USA and RCPAC assigned stu	Explanation	

				0			Line Window	
-	· ·	ol to	ot to	llocation pages made ast quota provided	Salection of Atten- egainst	90	sters at MSA ssign actors to ours	
(k) (1)	Fwd		(Phase)	RCPAC 2 NG rosters	Yes	Yes	Yes	
3	Disposition Input Re	No		No	No	No	No	
(m)	Retained	Yes		WAR Roster retained	Yes to secure orders	No	Tes see j	
(n)	Fwd to	No		RCPAC NGB	CGSC after selec- tion is made	OCAR, DA	Service Schools	
()	Rpts to Inst							
(0)	Initiated by	ASU	USAR Schools	6	USAR Schools	USAR Schools	FUSA	
	Rqmt	7	7		7	7	7	
(9)	Personne	w	w.		w	w	w	
	Actual	w <sup>*</sup>	w		w	w	w	
(b)	Remarks							
	1							

(r)
CONARC Disposition CONUSA Survey (cont) T. sposit.

## CONUSA ANALYSIS INDIVIDUAL TRAINING - ACTIVE ARMY

- 1. CONUSA Findings. The individual training function at First US Army (FUSA) is divided between two staff sections, with Deputy Chief of Staff, Operation and Training (DCSOT), supervising the Active Army and Deputy Chief of Staff, Reserve Forces (DCSRF), supervising the Reserve Components. This analysis will address the Active Army of DCSOT. Individual Training Branch, Training Division, DCSOT, is the focal point for Active Army for coordination of operations of two training centers, school quota supervision, and operational control of the Marksmanship Training Unit. The objectives of the FUSA Army Marksmanship Program are to promote training interest in marksmanship, develop qualified small arms instructors and to raise the proficiency of the soldier in the use of his individual weapon. Seven individuals perform this function. The Competitive Marksmanship Program is under the staff supervision of DCSOT and is implemented by the FUSA Army Marksmanship Training Unit, which is responsible for the following activities: Conducts marksmanship instructor courses for Active Army TOE units, ROTC Summer Camp, and Army Training Centers; conducts marksmanship clinics for ROTC schools, civilian organizations, Reserve Components, and local law enforcement agencies; provides technical assistance during the conduct of the annual FUSA Commander's Championship Matches; selects and trains rifle and pistol teams to represent FUSA in the US Army Championships and Interservice Championships; plans and conducts indoor smallbore matches for Active Army, ROTC, US Army Reserve, and Army National Guard elements; monitors marksmanship programs at subordinate installations and provides assistance and guidance as required.
- a. FUSA, as an intermediate headquarters, is the action agency for implementing general policies established by CONARC. For the installation, the Individual Training Branch obtains from CONARC and allocates to the installation school quotas for both Active Army and Reserves.
- b. FUSA requires that the installation report input/output to The Basic Leadership Courses. Individual training needs are requested of the installation and forecast for school allocations for school allocations is based on these requirements.
- c. Individual Training Branch is the interface with CONARC for the Army School System. Policy from CONARC is implemented and where necessary supplemented with explanatory information pertinent to FUSA.
- d. The CONUSA does not perform any functions for DA in this function.
- 2. Validation of Installation Survey Conclusions. A survey of the installation was not conducted for this function.
- 3. Function/Report Evaluation.
- a. Ten spaces are utilized to perform this function at CONUSA. There are 15 reports necessary to accomplish this function (Inclosure 1).
- b. Analysis of the function performed by the Individual Training Branch, Training Division, DCSOT, reveals that the function, spaces, and reports should be transferred as follows:

- (1) Area Command Not applicable.
- (2) Force Command Not applicable.
- (3) D&T Command The individual training function belongs to the D&T Command. Monitoring of school quotas, class load are all a part of this command. Ten spaces should be transferred to D&T Command. All reports should be transferred with the functions to D&T Command.
  - (4) Both Force Command and D&T Command Not applicable.
  - (5) Installation Not applicable.
  - (6) DA and other Not applicable.
  - (7) Eliminate Not applicable.
- 4. <u>Conclusion</u>. That the individual training function is an integral part of the D&T Command. The functions now performed by FUSA should be transferred to this command. Ten spaces should be transferred.
- 5. Recommendation. That the spaces, functions, and reports that are now performed by FUSA be transferred to D&T Command.

EAME OF STAFF SECTION/OFFICE DOSOT
BRANCH Individual
SECTION

FUNCTIONAL AREA(S) Individual Training

HAME OF INDIVIDUAL CONFACTED CEL GILL

PHONE # 677-2084

Orill Sergeants  ATIT-66 x  DPT-DCSPER CON Reg (R5)  ATIT-76 Tele-  Status of BCT Companies  (MIN)  DPT-DCSPER CON Reg 600-200 Oct 70 CON Msg 261757Z Oct 71  CON Reg 1. Maintain statistics for fact sheets, Cuarterly Review and analysis, overall DS sch progress and fill of DS spaces at USARCS.  Tele-  DPT CON Reg 350-17 12 Dec 69	Populacement Training Operations ATIT-49 X AG CON Reg Yes Yes Yes 1. Info is used to maintain Statistics for Command Operations (R5)  (R5)  AG CON Reg Yes Yes Yes 1. Info is used to maintain Statistics for Command Operation Statist	0 10 1	CENTRE OF INDIVIOURL CONTROLLS ACCUMENTATION
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	Info copy only	No	R		Yes	Retained	(m)
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	T.	N	٢		N	Personnel Auth	(p)
	. р	N	P	-	Ν.	Actual	
		•				Remarks	(6)

CONARC Disposition

ATIT 49

ATIT 66

ATIT 76

DISPOSITION

REP trainees. of world-wide requirements and to plan and reviewing program execution in view and OJT training for Active Army and courses; disposition of BCT output; formal outputs, training loads, and attrition data are used for planning, programing, MOS training conducted in CONUS. These information and data concerning enlisted To provide DA and this headquarters with for Basic Combat Training, AIT and CST future training operations.
This report includes such info as inputs,

upon which coordination is made with DA in priority of DS assignments to ATC. Provide DCSIT with monthly status of DS program, CofS with summary sheet concerning DS program and DCSPER with necessary info

of BCT co: in maintenance wk; f. Number each Monday: a. Total organized BCT co of BCT companies presently operating in d. Number of BCT co in tng; e. of trainees commencing an 8-wk cycle, co scheduled to fill; c. Data concerning status of BCT companies to include company average; ... Number starting APF. companies starting tng on reporting date, a back-to-back status; g. broken out by Active Army and REP; based on a 10-wk cycle; b. To apprise CONARC status of BCT companies. Number of Total number Number of BCT Number

Internal

# CONUSA SURVEY REPORTS COLLECTION FORM

MAME OF STAFF SECTION/OFFICE DCSOT
DIVISION Training
BRANCH Individual
SECTION

MAME OF INDIVIDUAL CONTACTED CPT Gill

FUNCTIONAL AREA (S) Individual Training

DATE OF INTERVIEW 18 April 1972

PHONE # 677-2084

(a) Title/Name of Report	(b)	(c)	100	(d) Origination	(e) Authority	(f)	(g) CONARG	(h) Change	(1) Explanation
CO Academy Training	ATIT-161	×		DPT	AR 350-90 29 Mar 68	Yes	Yes	No	1. Used to maintain statistice data on progress of NCO
					ATIT-CA 20 Sep 68	o constant			2. Same use at CONARC.
					AHABC, 20 Oct				3. Report originated by CONAR
Tr/csr Input	ATIT-193 (MIN)	Tele- phonic		DPT	CON Msg 132217Z Mar	Yes	Yes	No	1. To indicate weekly input in AIT/CST.
									2. Same for CONARC.
lification for USAR Drill geant	ATIT-201	×		DPT	CON Ltr ATITAO 18 May 70 W/1st ind AHABC-TI	Yes	Yes	No	1. To maintain statistic on rep personnel attending DS sch
					25 Jun 70				2. Same for CONARC.  3. Report originated at CONAF
Preparatory Training	TIT-132	· ×		DCSPER DPT	CON Ltr 20 Aug 68	Yes	Yes	No	. Maintain statistic in RUSA
					TA Lep 63				2. Same as CONARC.
									B. Report orginated at CONAR

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		Yes		₹	Yes	Yes	Input Ret	3	CONUSA SULVEY (COLL)
		No		No	No	No	Retained	(B)	
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		Instal	DPT		DPT ATC	DPT ATC	Initiated by		
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		Į.	1		٢	N	Personnel Auth	(b)	
		1	1		1	N	Actual		
				7			Remarks	(9)	

class capacity and number of RVN returnees attending academy. and this headquarters may make recommendations and decisions be used in evaluating class inputs versus class capacities. concerning the conduct of NCO academies. Information will CONTENT: Class input by grade, output by grade, academy PURPOSE: Report will provide information upon which CONUSA

resolved through receipt of current input data. at others results in problems of adjustment which can only be closure of some training centers and increased requirements underinputs into AIT/CST courses. Overinputs have resulted in delayed entrance to AIT and CST. The data in this report is used to resolve problems due to over-inputs or in some cases flucuation in requirements, programs and inputs caused by of plans or programs concerning adjustments to the training particularly beneficial in the timely formulation or revision base or operations of the Army training centers. PURPOSE: The reports received over the past year have been The wide

with Active Army and other USAR units. commanders, thus enabling them to compare their drill sergeants schools do not render any other reports to this headquarters. quarters in initiating corrective actions. to outline problem areas and have been the source for this headused in computing attrition rates of USAR personnel in Active Copies of the ATIT-201 report are also transmitted to USAR unit Army drill sergeant schools. The reports have also been used PURPOSE: The reports received over the past year have been The drill sergeant

ATIT-201

Internal CONARC

Internal use commanders Returned to unit

# CONUSA SURVEY REPORTS COLLECTION FORM

MAME OF STAFF SECTION/OFFICE DCSOT
DIVISION/Fraining
BRANCH Individual
SECTION

MANE OF INDIVIDUAL CONTACTED CPT C111

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA (S) Individual Training

PHONE # 677-2084

The Match	sults of Firing the Army	Cefense Management Education & Training Program	Planned Inputs to Army ServiceCSGPA-1078 Schools		(-V-I	Training Progress			-the-Job Training (OJT) .pability	(a) Title/Name of Report	
	SAOUS-35	DD-M(AR) 905	CSGPA-1078			SGPA-893	3	. 6	ATOPS-90	RCS	
	×	×	×			*	<		*	ia (c	*
										190	
	ROTC Sch					AG-DFT			DPT .	(d) Origination	
	each year  AR 145-1 &	AR 351-8 Dec 69 Con	CON Supp 1 to AR 351-7			Jul 70 CON Msg 152050Z Feb 71		W/c, CON MSg 301600Z Jul 70	~ · ·	(e) Authority	
	Yes	No	No	,		Ie &	•		Yes	CONUSA	·
	Yes	No	No			Ies	•		Yes	(g) CONARC	
	No	No	No			8	1		No	(h) Change	
Toolog over more sendar	Proposed by CONUSA HQ from	CONARC allocates quotas to DA, CONUS & oversea: commands.	CONARC allocates quotas to DA, CONUS & oversea commands.	3. Report originated by CONARC.	2. Same at CONARC.	1. Necessary for maintaining statistical data on BCT, AIT & ST inputs, and in training losis at each USATC - weekly.	3. Report originated by CONARC.	2. Same by CONARC.	1. Provides schedule OJT, capabilities by MOS at each installation.	Explanation	

E-II-9-8	Reports furnished DA & Comisa Re s of Re datches	Individual Ing Require- ment Solici- tation for Army schools	ment Solicita- tion for Army schools	ividual		Use	(C)
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	No	Yes		Yes	No 163	Input	(1) Disposition
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1	11.11
	14
POSITION	1
	1. 1
1.1	
1	

No decision or planning at CONARC Compiled and Fwd to DA

To aprise higher Hq of weekly training DA progress .

Input into BCT - BCT, AIT and CST loads input into BCT - BCT, AIT and CST loads broken out by AA and REP

To determine initial FY programed input Used only by CONARC/Info DA and revised input requirements.

Planned input to training by category of input and quarter preference.

Letters between this office and preparing Thru HQ, CONARC to AMC agencies. Consolidated requirements submitted by this HQ to AMC on DoD Forms 1631 and 1632.

To advise AMC of CONARC's requirements for subject training for coming FY and four subsequent years.

Includes courses at DoD Computer.
Institute; Air Force Institute of Technology (AFIT); USA Management
Engineering Training Command (AMETA);
US Army Logistics Management Center Center; and Headquarters Naval Material Command and Field Locations. ing Center (JMPTC); USAF Air Training Command, Lowry AFB, Colo; US Naval Transportation Management, Naval Supply Postgraduate School; US Naval School (ALMC); Joint Military Packaging Train-

# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA(S) Individual Training

HAME OF INDIVIDUAL CONTACTED CFT Cill PHONE # 677-2084 MAME OF STAFF SECTION/OFFICE DCSQT
DIVISION Training
BRANCH Individual
SECTION

4		0	
01-1	sults of ROTC Firing	sults of Firing the National FC Indoor Small Bore Rifle tches	(a) Hitle/Name of Report
	AG-117 (R3)	SAOSA- 103	(b) RCS
	×	×	IB (c)
	. X Print- out		188
	ROTC Sch and Summer Camp	ROTC Sch	(d) Origination
	AR 145-1 & AR 145-2	AR 145-1 & AR 145-2	(e) Authority
	Yes	Yes	(£)
	Yes	Yes	(g) CONARC
	No	No	(h) Change
181		Proposed by CONUSA HQ from Feeder Reports from ROTC Sch	(1) Explanation

•	0	E-II-A-1	Rshed DA :: ONUSA nesults of ROTC matches from IGMR.	Reports furnished DA & CONUSA Results of ROTC matches	Use	(3)	
	· · · · · · · · · · · · · · · · · · ·		Yes	Yes	Fwd	8	
			No	No	Input Ret	3	(annual)
			No	No	Retained	(m)	
			DA	DA	Fwd to	(n)	
			See a & b	See a & b	Rpts to Inst	0	
			ROTC School & Summer Camp	ROTC School	Initiated by	(0)	
			8	. 8	Rqmt		
			8	26	Personne l	(p)	
			8	26	Actual		
					Remarks	(b)	

(r) CONARC Disposition

ot Applicable

1

183

### CONUSA ANALYSIS NCO ACADEMY

- 1. <u>CONUSA Findings</u>. CONUSA performs a passive role in administration of the First US Army NCO Academy located at Fort Knox, KY. The CONUSA maintains statistics which are used for briefings. No reports of a recurring nature or other type are furnished CONUSA from the NCO Academy.
- a. The CONUSA has no specific and defined training role to play with regard to Department of the Army and the installation. CONARC provides training guidance through the Commanding General, Fort Knox, KY, to the NCO Academy.
- b. The CONUSA does not require Fort Knox to submit training reports nor does it provide training guidance.
- c. The CONUSA maintains direct control of school quotas, by allocating quotas to installations based on a demonstrated need.
- d. The CONUSA has no Headquarters Department of the Army requirements to be performed.
- 2. Validation of Installation Survey Conclusions. CONARC directed by Letter of Instruction, dated 6 December 1971, subject: Noncommissioned Officer Academies (NCOA) and Drill Sergeant Schools (DSS), the realignment of the existing NCO Academy and Drill Sergeant School to include seven combined NCOA/DSS and six NCOA beginning in early 1972. The system recognizes a need for division size units to have its own NCOA and the training centers to have a combined NCOA/DSS. The NCOA would logically come under the Force Command, since the Academies are on an installation solely to support the division size unit. The NCOA are temporary in nature and should remain responsive to the Force Commander. On the other hand the NCOA/DSS Academy have a more permanent structure. The NCOA/DSS are programed to become a part of the Noncommissioned Officer Education System sometime in the 1973-74 time frame.

# 3. Function/Report Evaluation.

- a. There is no space allocation provided to the CONUSA to perform this function. The function is performed as an additional duty by one individual in the Individual Training Branch, Training Division, Deputy Chief of Staff for Operations and Training.
- b. Analysis of the First US Army NCO Academy reveals that the NCO Academy function should be controlled as follows:
  - (1) Area Command Not applicable.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command The FUSA NCO Academy function currently performed by FUSA should be transferred to the

D&T Command. This would allow of easy transition once the NCOES becomes effective. There are no spaces involved in the transfer.

- (5) Installation Not applicable.
- (6) DA and Other Not applicable.
- (7) Eliminate Not applicable.

## 4. Conclusions.

- a. That the functions associated with NCOA's should remain responsive to the Force Commander and the FC should have operational control.
- b. That the NCOA/DSS will eventually become a part of the NCOES structure and should be under the control of the D&T Command.

## 5. Recommendations.

- a. That the NCOA function be transferred to the Force Command. There are no spaces to support this function.
- b. That the NCOA/DSS function be transferred to the D&T Command. There are no spaces to support this function.

### MOBILIZATION PLANNING CONUSA ANALYSIS

# 1. CONUSA Findings.

a. General. Currently, Mobilization Planning is accomplished at DA, HQ CONARC, CONUSA HQ, installation and unit level. This will continue to be the case after reorganization. However, at the CONUSA level, there will be some shift in responsibilities and workload and in manpower support incident thereto. This is specifically addressed in paragraphs 3a and b below. The assumptions on which proposed procedures and staffing after reorganization are based are outlined in paragraph b below.

# b. Assumptions.

- (1) CONUSA/Area Support Command will report to the Force Command (FC).
- (2) Force Command and installations in support thereof will remain operational after mobilization.
- (3) Peacetime assignment of Reserve Component units will be contingent upon further study. One alternative is for all Reserve Component units to have a peacetime assignment to FC, and for their mobilization assignment to be dependent on which command they will support after mobilization. (Not all Reserve Component units wave a combat mission; there are many which support the training base and would therefore be assigned to Doctrine and Training Command (D&T). Another alternative is to:
- (a) Assign Reserve Component units which have a mobilization mission to support the training base (this is not confined to the Training Divisions) to D&T.
- (b) Assign Reserve Component units which have a mobilization mission to deploy (i.e., a combat mission) and those which will support FG installations to FG.
- (c) Develop support agreements between D&T and FC concerning support to be rendered by CONUSA/Area Command to Reserve Component units assigned to D&T.

The former alternative appears desirable to facilitate management of Reserve Component affairs during peacetime.

c. Role of CONUSA in Mobilization Planning. In short, the DCSOT reviews, interprets and forwards overall mobilization planning guidance to installations, forwards the Deployment Mobilization Troop Bases (DMTB) and the Non-Deployment Mobilization Troop Bases (NDMTB) to installations validates mobilization requirements submitted by installations in the panded NDMTB and processes this document and TAADS documents related thereto to HQ CONARC. The DCSRF is the coordinating office to planning with regard to Reserve units. It performs force functions for Reserve Components. This office recommends reviews TAADS documents, and performs force structuring attained to the panded and relocated NG units). No direct approach by the CONUSA to DA.

OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON DC MA--ETC F/6 15/5 FUNCTIONAL STUDY OF CONUSA MANAGEMENT CONUSA ANALYSIS.(U) MAY 72 AD-A047 035 UNCLASSIFIED NL 3 OF **9** 

 Validation of Installation Survey Conclusions. There is no reason to change previously recommended procedures based on CONUSA survey findings.

# 3. Function/Report Evaluation.

a. Sixteen sub-functions performed at CONUSA are summarized below, together with an indication of staff office responsibility and manpower/ personnel support thereof. It must be recognized that Reserve Components TAADS documentation is an after-action of, and is entirely dependent upon, other DCSRF Force Development functions, both in regard to the peacetime Reserve Component force structure and the requirement for Reserve Component support in the event of mobilization. Therefore pards all Force Development support for Reserve Components which is currently authorized within the DCSRF as indicated below must continue at the CONUSA/Area Support Command. The same applies to support by DCSOT for TAADS documentation of Reserve Component units. In addition, the CONUSA/ Area Command after reorganization will have Force Development functional responsibility for the CONUSA/Area Command Headquarters itself and active Army units reporting directly thereto (e.g., Support Command, Escort Det, USAADVGP NG and Reserve) as well as Reserve Component units within the area. This responsibility will include mobilization planning to include the mobilization troop bases, and TAADS documentation incident thereto. Manpower support for this function is indicated below.

### CONUSA

St	aff	Mobilization Planning	Manpower/	
Of	fice	and Related Functions	Auth	Act
1	DCSOT			
<u>a</u>	Force Dev Div	<ul> <li>Staff supervision over 1st</li> <li>Army DMTB and NDMTB; monitors</li> <li>mobilization requirements.</li> </ul>	.75	.75
		<ul> <li>Processes Res Comp TDA;</li> <li>processes TDA in support of the NDMTB.</li> </ul>	3.25	3.25
<u>b</u>	Plans Div	Staff supervision for 1st Army plans, programs and directives for mobilization.	1	1

## c DCSRF

1 Orgn & Readiness Div, Orgn Br Staff supervision for policies on reorganization of Reserve Component units; recommends strength levels for Reserve Troop Program Units; issues GO on AR units, Reserve Training Units and Mob Des Det; prepares Res Comp troop lists; staffs recommendations for federal recognition pertaining to NG units.

Staff Office Mobilization Planning and Related Functions

Manpower/Personnel
Support
Auth
Act

2 Plans and Ops Div, Plans Br Publishes IA policy guidance regarding mobilization of NG and Reserve units; reviews mob plans received from NG and Res units; assists in preparation of DMTB and NDMTB; publishes IA Mob Notification Alert System.

b. Changes in functional responsibility/manpower support subsequent to reorganization.

- (1) Area Command. Manpower support of this function totals 14 spaces; 14 personnel are assigned. There is one document governed by a Reports Control Symbol (RCS) associated with this function (see Incl 1). Sixteen sub-functions are shown in the FUSA O&F Manual. As outlined above, there will be no change in the CONUSA responsibilities except it will not support installations; therefore, the number of active Army units supported by CONUSA will be decreased. The CONUSA will still have to perform mobilization planning for the headquarters itself and units reporting directly thereto, and be in the chain of command for mobilization planning for Reserve Component units. The installations and units located thereon will receive guidance and report to FC and D&T. The manpower support of this function shown in paragraph 3a above is considered adequate to support this function.
  - (2) FC. Not addressed separately. See paragraph (4) below.
  - (3) D& T. Not addressed separately. See paragraph (4) below.
- (4) Both FC and D&T. Each command will have mobilization planning responsibility. The FC interest will be focused on the DMTB (STRAF units); however, it will prepare a NDMTB and process an expanded NDMTB for its installations. The D&T will prepare a NDMTB and process an expanded NDMTB for its installations and the training base. It will coordinate on and receive the DMTB for mobilization planning. Manpower support of this function will be provided from within HQ CONARC resources transferred to these commands.
- (5) Installation. Manpower support of this function will not change after reorganization.
- (6) DA. Manpower support of this function will not change after reorganization.
  - (7) Elimination. None.
- c. Report Analysis. As indicated in the attached reports collection form, the only peacetime controlled report for Möbilization Planning is the Non-Deployable Mobilization Troop Bases (NDMTB). However, recent directives concerning this document have not used the Reports Control Symbol (RCS). It appears that the only place the RCS has been used is in AR 310-49 which provides TAADS processing guidance, and in the CONARC and FUSA List of Recurring Reports. The NDMTB will remain as a requirement after reorganization although it may cease to have an RCS.

### 4. Conclusions.

a. This function will continue after reorganization. Mobilization Planning in the Force Development area is an expanded version of the Active Army Force Development process. The Active Army Troop Basis itself is expanded to meet mobilisation requirements, and to it are added Reserve,

ARNG and AUS units as required for a total Army mobilization force structure. The major commands must continue to develop a Nondeployment Mobilization Troop Basis of General Support Force units for installation support and, in the case of the D&T Command, for the training base. This NDMTB must take into consideration the Deployment Mobilization Troop Basis (DMTB) which reflects the combat force structure (STRAF) and the stationing thereof. The DMTB will be developed by DA. The stationing will be recommended by FC with input from D&T. Installations/units will receive the DMTB and NDMTB or applicable portions thereof on which to base installation/unit manpower and equipment requirements to support the mobilization mission. As outlined above, all echelons of command will continue to do this function after reorganization. There will be no change in manpower requirements (14 spaces). The two new major commands will be staffed from within HQ CONARC resources. Support at the CONUSA will be retained to do mobilization planning for the headquarters itself and Active Army units reporting directly thereto, and to process active and mobilization TAADS documents. (At present, installation units' TAADS mobilization documents merely pass through CONUSA. There is no manpower support specifically for this function.)

b. Current indications are that it is intended to assign all Reserve Component units to the Force Command, either under the impression that all Reserve Component units are STRAF units (combat mission oriented and deployable), or purely to facilitate ease of peacetime management of these units. However, all Reserve Component units are not combat mission oriented. Many are General Support Force units with an installation support or training base mission (to include, but not confined to, training divisions). There may be considerable merit to assism these units even during peacetime to DTC if they have a D&T install are training base support mission after mobilization. Adequate sugreements could be developed with regard to CONUSA/Area Command support to the proper peacetime assignment of Reserve Component units.

# 5. Recommendations. It is recommended that --

- a. The assumptions in paragraph 1b(1) and (2) be validated or negated by further study.
- b. The peacetime assignment of Reserve Component units discussed in paragraph 1b(3) above be given further study.

REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DEVELOPMENT
BRANCH FORCE STRUCTURE
SECTION

DATE OF INTERVIEW 17 April 1972

FUNCTIONAL AREA (S) Mobilization Planning

PHONE # 7274

	n Troop Basis (NIMTE)	(a) Title/Name of Report	RAME OF INDIVIDUAL CONTACTED Mr. Furr
	CSGPA-945	RCS -	TACTED Mr.
	*	E (c	Furr
	<b>*</b>	•	1
	DETISEC	(d) Origination	
	AR 310-49, Mar 70, CONARC Ltr ATFOR-FS-PP 27 Apr 71	(e) Authority	
	* ***	(f) CONUSA	7
	8	CONARC	HONE # 7274
;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;;	ð	(h) Charige	
190	Prepared manually at instal and consolidated and automated at 1A level.	(1) Explanation	

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g g	Fud &	Course Serves
* * * * * * * * * * * * * * * * * * *	Disposi Input	) Comp
ð	(1) (m) Disposition Input Retained	
CONARC ATFOR- FS-PP	Fud to	
***************************************	Rpts to Inst	
***	Initiated by	
•	Rqmt	
•	Personne Auth	
0	1 Actual	
Part time duty. The RCS was not used in the CCHLEG directive. However, it is cited in AR 310-49	Remarks	(a)

CONUSA Survey (cont)

(r)

CONARC Disposition

Reviewed, validated, consolidated by ADP and forwarded to DA.

### CONUSA ANALYSIS DCSPER - OTHER AREAS

### A. Introduction

- 1. Purpose: This analysis includes those additional functional areas under the purview of the DCSPER which are not contained elsewhere in the report. Specifically:
  - a. WAC Advisory Duties
  - b. Band Activities
  - c. Plans and Programs
  - d. Exchange Services
  - 2. To perform these functions, the DCSPER has formed:
  - \ a. Plans and Programs Division
    - b. The WAC staff advisor under the DCSPER
    - c. The Band Office under the DCSPER
    - d. The Staff Exchange Officer under the DCSPER

### B. Body

- 1. CONUSA Findings. The remainder of the DCSPER, not previously surveyed, serves a multi-purpose function. Support of the FUSA command group and staff involvement in the specific areas related to the named function are accomplished. The functional areas involved are that of The Womens Army Corps (WAC) advisor to the FUSA CG, The Band coordination office, the Staff Exchange Officer and the Plans and Programs Division. Included are those spaces within the DCSPER that were not related or chargable to previously considered functional areas.
- a. The Plans and Programs Division accomplishes the coordination and implementation of CONARC plans at CONUSA level (personnel annex) and review of installation original plans (DCSPER areas). Over 25 plans at FUSA and annual review of the plans from 13 installations are included. The Plans and Programs Division also reviews the DPCA portion of installation budgets.
- b. Despite the TDA spaces allocated the Staff Exchange function, there is not now a functioning Exchange Office within the FUSA DCSPER --neither is one required. Decision authority rests with the Army and Air Force Exchange System (AAFES) which allows the FUSA little latitude other than the expression of command desires through the installation Exchange General Manager.
- c. The WAC Advisor to the CG FUSA serves to advise all commanders within the FUSA area on WAC matters.
- d. The Band Office exercises staff supervision over 39 bands (9 Active Army, 20 National Guard, 8 USAR, 2 Area). There is no TDA position for this function. This staff supervision includes technical inspection visits to each unit each year, advice on procurement and maintenance of equipment, and the attempt to coordinate the assignment of bandsman where needed.

- 2. Validation of Installation Survey Conclusions. The FUSA survey did not result in a change to the Installation Survey conclusions.
  - 3. Function/Report Evaluation.
- a. The Office of the DCSPER at FUSA and the associated functions discussed in para 1 above have 33 personnel spaces allocated. The reports related to these areas are inclosed
- b. The analysis of functions performed for this area reveals that functions, spaces and reports should be transferred as follows:
- (1) Area Command The Band and WAC activities should be provided due to the involvement of Reserve units in these areas. Although only one space is allocated for the WAC Advisor, an allocation of two spaces and no reports is appropriate for the Area Command for the two functional areas. No staffing for Exchange activities is recommended.
  - (2) Force Command N/A
  - (3) D&T Command N/A
- (4) Both Force Command and D&T Command. The staffing required for the major commands in this general DCSPER category will require twelve spaces per command (24 total) and the transfer of seven reports as follows:

RCS	NAME	OFFICE	AUTOMATED/MANUAL
DDM(a) 1096	Review of Deviations from the Armed Services Exchange	DCSPER	x
AAFES-54	Project Status Capital Expenditure Program	AAFES	x
AAFES-55	Long-Range Capital Expenditure Program	AAFES	х
AAFES-76	Shoplifting Incident Report	AAPES	x
DD-M(A)	Applications Blind Vending	DCSPER	x
DD-M(AR) 70	Appeal Decisions & Actions Regarding Vending Stands	DCSPER	x
ATPER-63	Periodic Personnel Report	DCSPER	x

# 4. Conclusions.

- a. That Band and WAC staffing capability should be provided the Area Commands.
- b. That the DCSPER planning and budgeting functions belong with the Major Commands.
- c. That no staffing is necessary at AC, FC or D&T for Exchange activities.

### 5. Recommendations.

a. That two spaces and no reports be transferred from FUSA to the Area Command to coordinate and monitor WAC and Band activities for Reserve and Area Command supported activities. b. That the functions found within the DCSPER office (to include WAC and Band activities) be provided the major commands by allocation of 24 of the current spaces and the associated seven reports from the current FUSA authorization. This will leave seven spaces for reallocation or use for savings.

# CONUSA SUKVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DOSPER
DIVISION Exchange Off.
BRANCH
SECTION

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA (S) Exchange

PHONE # 5384

		1	eal Decisions & Actions Regarding Vending Stands	Applications Blind Vending	Shoplifting Incident Report	Iong-Range Capital Expenditure Program (AAFES 8100-1)	Project Status Capital Expenditure Program (AAFES 8150-5)	Review of Deviations from the Armed Services Exchange	Title/Name of Report	MAME OF INDIVIDUAL CONTACTED
			DD-M(AR) 70	DD-M(A) 571	AAFES-76	AAFES- 55	STA STAN	DDM(a) 10%	RCS	
			H	<b>H</b>	. *	<b>H</b> , ;	<b>H</b> ,	H	IB 0	Mr. Krueger
					١.					"
			DPCA	DPCA	DPCA	PX	PX	DPCA	(d) Origination	
			AR 210-10	AR 210-10	Da Ltr, ACDA(M) (27 May 70)	AR 60-31	AR 60-31	Note 4 Appendix B Note 4	(e) Authority	
			No	No.	NO	<b>E</b>	8	IES	CONTUSA	
			TES	153	No	8	No	<b>3</b> 0	(g) CONARC	PHONE # 5384
			**	NO	NO	No	NO	<b>8</b> 6	(h) Change	
;			To DOD & HEW	To DOD & HEW	To AAFES	To AAFES	To AAFES	To DOD & House Armed Services Committee	(1) Explanation	

de a com		0			•	6. NO	5.	it. NO	3. NO .	2. NO	1. NO	Use	(0)
						TES	TES	YES	YES	YES	TES	Pwd	(%)
						YES	TES	NO	NO	NO	YES	Disposition Input Ret	(1)
			t .	1		NO	No	NO	NO	NO	NO	Retained	(m)
		ı		ı		DOD &	DOD &	AAFES	AAFES	AAFES	DOD	Fwd to	(n)
						DD-M(AR) 570	571 571	AAFES-76	AAFES-55	AAFES-54	RCS DD-M(A)	Rpts to Inst	6
						DA.	DA	AAFES	AAFES	AAFES	DA	Initiated by	(0)
			<b>,</b>			N	10	2	2	2	N	Rqmt	
												Auth	(9)
		í.					•					Actual	
				19	97							Remarks	(4)

CONUSA Survey (cont)

(r)
CONARC Disposition
(EXCHANGE)

- Annual submission thru CONARC to obtain approval by HASC on resale items. CONARC indorses and forwards to DA.
- 2. Not submitted to CONARC by Armies or installations. However, AAPES sends information copy to CONARC to close information loop and to solicit command opinions on AAPES construction plans.
- 3. Same as 2 above
- 4-6. N/L

REPORTS COLLECTION FORM

FUNCTIONAL AREA(S) Plans and Operations DATE OF INTERVIEW 18 Apr 72

NAME OF STAFF SECTION/OFFICE DCSPER
DIVISION Plans and Programs
BRANCH Plans and Operations
SECTION

PHONE # 3116

(a) (b) (c) (d) (e) (f) (g) (h) (1) Title/Name of Report RCS m a Origination Authority CONUSA CONARC Change Explanation	MAME OF INDIVIDUAL CONTACTED Mr. Caldwell	Caldwell				HONE #	3116	
		(c)	(d) Origination	(e) Authority	(f) CONUSA		(h) Change	(1) Explanation

TAB C	0		0 :	1 1
			riodic Personnel Report	(a) Title/Name of Report
			ATPER-63	(b)
			н	) (c
				100
	•		DCSPER-P&P Division	(d) Origination
			Report only	(e) Authority
			rendered e	(f) CONUSA
			ach 30 days	(g) CONARC
			Report only rendered each 30 days during combat	(h) Change
		199		(1) Explanation

					1. N/A		:
					(PLANS)	(r) CONARC Disposition	CONUSA Survey (cont)
							5
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						<b>)</b> *•	
			200				
		Ser Algadi	200	a Paragrafia			

### ADJUTANT GENERAL - OTHER AREAS

- 1. Purpose: This report covers those additional functional areas under the purview of the Adjutant General which are not contained elsewhere in the report, specifically:
- a. Provides the below-listed Administrative Services to the Hqs and the command:
  - (1) Postal and distribution management
  - (2) Records management and maintenance
  - (3) Printing and publications management
- b. Provides personnel services and support to USAR, ARNG and ROTC personnel under the jurisdiction of FUSA.
- 2. To perform these functions, the Adjutant General has 2 operating elements as follows:
  - a. Administrative Services Division
  - b. Reserve Forces and ROTC Division

### Part I - Administrative Services

- 1. CONUSA Findings: The bulk of the workload performed in this functional area is in direct support of the CONUSA command group and staff. The tasks accomplished are not unique to CONUSA but are performed, to a greater or lesser degree, at every headquarters element throughout the army. Published directives relating to these areas, to include submission of reports, are well-defined by DA regulations or, as in the case of postal and printing, are established by legal statute. The interaction between the installations, CONARC and DA occurs as follows:
- a. Postal and Distribution Management The support furnished to installations is limited to operating the distribution system and supervising postal activities which includes conducting inspections and furnishing technical assistance on postal matters. Additionally, the branch provides postal directory service for personnel assigned to the FUSA student detachment. It has no interaction with CONARC or DA except to provide a command link for postal management and the distribution system.
- b. Records Management and Maintenance For purposes of internal headquarters management, services performed include maintenance of records and files, operation of the reference library and the control of classified documents. The support provided to installations is in the area of records and forms management and involves conducting inspections and providing technical assistance and advice. CONUSA serves CONARC and DA by providing the necessary command link for the overall management of the records and forms control programs. Interaction is minimum and takes the form of a records management survey report which is furnished to CONARC and a report of records holdings which is received from installations, consolidated and forwarded directly to DA.
- c. Printing and Publications Management: Support provided installations include storage and distribution of Army and CONARC publications and blank forms and exercising printing control throughout the command which involves

conducting inspections and reviewing and/or approving requests for printing equipment. The function served with relation to DA and CONARC is to provide a command link for the Publications Management and the printing control programs. Additionally, the First US Army Field Printing Plant produces 32,477,496 printed sheets on a yearly average and also contracts for an additional 20,000,000 printed sheets at a cost of approximately \$71,800. Approximately 60% of this output is in direct support of requirements generated by the Army command group and staff. The remaining 40% is accounted for as follows:

- (1) Reserve and ROTC units 5%
- (2) FUSA installations and activities 27%
- (3) Other activities located at Ft Meade but not unber FUSA, e.g., Recruiting District and DA Chaplains Review Board 8%.

  The plant has no interaction with CONARC or DA except to furnish three reports relating to printing output and equipment inventory directly to DA.
- 2. Validation of Installation Survey Conclusions: Since the functional area of Administrative Services was not surveyed at installation level, no comments can be furnished.

# 3. Function/Report Evaluation:

a. The strength of the Administrative Services Division is as indicated below and is part of the 528 spaces authorized the FUSA Adjutant General. A list of reports is attached at TAB A.

	0	FFICE	R		EM			CIV	
	Auth	Asg	Req	Auth	Asg	Req	Auth	Asg	Req
Office of Chief	2	2	2	11	1	1	1	0	1
Mail, Distr & Postal	1,	1	1	5	5	7	12	12	17
Hqs Records	1	1	1	3	1	3	4	5	5
Records Management	0	0	0	0	0	0	3	4	10
Printing and Pub	0	0	0	0	0	0	12	10	13
Printing Plant	0	0	0	1	1	1	34	31	40

TOTAL Authorized Spaces: 80

- b. Transfer of Personnel Spaces -
- (1) Functions: Each of the commands involved, Area, Force and D and T, will be required to perform these functions to some degree and the number of personnel required will be directly proportionate to the size of the Hqs element and the population of the command. Therefore, the exact number of personnel by category who should perform these functions within D and T and Force Command cannot be determined without this additional information. Since the area command will assume the mission of supporting Reserve Components, a defined population, and it is estimated that approximately 25% of the current PESA effort in this functional area is directed towards Reserve Component affairs, the 80 personnel spaces would be distributed as follows:

### Sub-Function

Category	Postal and Dist	Records Management	Printing and Pub
Area Command	5	3	12
Force Command	N/A	N/A	N/A
D and T Command	N/A	N/A	N/A
* Both D and T and Force	14	9	37
Installation	NONE	NONE	NONE
DA and Other	NONE	NONE	NONE
Eliminate	NONE	NONE	NONE

- \* NOTE: This figure must be further distributed between the two commands based on the porportion of the current FUSA active duty population serviced by each.
- (2) Reports None of the reports currently submitted by FUSA can be eliminated. Since they are DA directed, the reports will still be required except they will be utilized and/or consolidated at D and T, Force or Area Command Hqs for subsequent transmittal to DA.
- c. Additional item: While the personnel spaces contained in para b above include those assigned to the printing plant, it should be noted that printing is controlled by a JCS Committee and units are normally serviced on an area basis. The transfer of this function in terms of who will absorb what workload after reorganization will be determined by the committee.

## 4. Conclusions:

- a. None of the functions performed or reports submitted by FUSA can be eliminated. The functions performed are directed by DA or higher authority and are applicable to both Reserve and active duty forces. Supervision by an intermediate hqs is essential since it would exceed the capability of DA to deal directly with all CONUS installations/activities on these matters.
- b. The reorganization will not result in any manpower savings with respect to this functional area.

# 5. Recommendations:

- a. That 20 personnel spaces be transferred to Area Command to perform the administrative services function.
- b. That the remaining 60 personnel spaces be distributed between D and T and Force Command in proportion to the population serviced.

### Part II Reserve Forces and ROTC Personnel Support

1. CONUSA Role: The function performed by FUSA is best described as the operation of a centralized unit personnel office servicing approximately 280,000 Reserve, ARNG and ROTC personnel under the jurisdiction of FUSA. The actions/services performed are very similar to those accomplished for active duty personnel with the exception of maintenance of 201 Files. The major units supported by FUSA include 16 National Guard Hqs, 16 USAR Major Command Headquarters and 89 ROTC institutions.

The Reserve Forces and ROTC Division which is under the staff supervision of the Adjutant General is tasked to perform this function. The division operates as follows:

- a. Office of the Chief, Reserve Forces and ROTC Division In addition to supervising the activities of the various branches, the Chief of the Division also accomplishes all personnel actions pertaining to USAR and ARNG General Officers. The bulk of actions specifically relate to recommendations for promotions and processing of efficiency reports. Additionally, the office supervises and monitors the Reserve reenlistment program and is required to collect and furnish a monthly statistical report to CONARC. Interaction with DA, CONARC and units supported is limited to those matters relating to general officers or the reenlistment program.
- b. Operations Branch Simply stated, this branch performs the administrative services functions for the remainder of the division. The bulk of its workload is in the operation of the distribution and supply center and in the preparation and publication of active duty orders for ROTC graduates and reserve officers ordered to their initial tour of active duty. It also maintains career management files on USAR and ARNG General Officers and furnishes replies to congressional inquiries. It has little or no contact with CONARC or DA except for providing UCLL information copies of congressional inquiries. The majority of the services performed are in direct support of Reserve and ROTC units.
- c. Reserve Personnel Actions Branch and First US Army AG Field Office (IGMR) - These branches have been combined for purposes of discussion because they perform identical functions. It appears that the branch separation occurs solely because of the separate locations. The limited building spaces at Fort Meade coupled with shortages in the local labor market were given as the primary reasons for not re-locating the field office from Indiantown Gap Military Reservation to the Fort Meade area. What distinction exists between the two activities is best explained by the fact that IGMR handles the purely routine personnel actions whereas those requiring special handling or additional staffing at Army level are accomplished by the Personnel Actions Branch. Examples of specific functions performed by these branches include approving and/or processing for subsequent forwarding to higher headquarters, actions relating to reassignments, reclassifications, discharges, school applications, promotions and officer branch transfers. These branches are in daily contact with the approximately 2300 company and detachment size USAR and ARNG units it supports and also feeds personnel information and data to both CONARC and DA (USARCPAC) to operate the centralized personnel management and accounting programs.
- d. ROTC Branch This branch performs the same function as the Personnel Actions Branch and IGMR except it services ROTC personnel. Their primary dealings with DA concern processing RA applications and obtaining initial active duty assignments for ROTC Cadets. CONARC involvement is in the area of allocating branch quotas and in the administration of the ROTC Scholarship Program. The branch also operates two control groups which are merely morning report units to account for Advanced and Scholarship students and also for those who delay their entry on active duty after graduation.
- Validation of Installation Survey Conclusions. These functions are not performed below CONUSA level; hence, no surveys were conducted at installations.

# 3. Function/Report Evaluation:

a. The authorized strength of the Reserve Forces and ROTC Division is as indicated below and is part of the 528 spaces authorized the FUSA Adjutant General. A list of reports submitted by the division is attached at TAB B.

	0	FFICE	R	E	M		CI	v	
	Auth	Asg	Req	Auth	Asg	Req	Auth	Asg	Req
Office of Chief	0	0	1	0	0	0	3	3	3
Operations Branch	1	1	1	5	3	5	9	7	12
ROTC Branch	1	2	1	2	2	1	23	22	23
Reserve PA Branch	3	3	3	4	2	4	5	25	25
ICMR	4	4	4	13	8	12	97	108	136

TOTAL Authorized Spaces: 170

- b. None of the functions performed by this division can be eliminated or absorbed by any command element other than the Area Command. Assuming there is no decrement in the strength of USAR, ARNG and ROTC units to be supported, the entire 170 spaces should be transferred to the Area Command. Additionally, all reports currently submitted by this division must be continued since they furnish the necessary data required to support the Reserve Forces centralized personnel management and accounting systems.
- 4. Conclusions: The functions performed by this division are solely in support of USAR, ARNG and ROTC personnel and should be accomplished by that command element which assumes the mission of reserve components.
- 5. Recommendation: That this function and the 170 spaces required to support its accomplishment be transferred to the Area Command.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE AG

DIVISION Admin Services Division
BRANCH Office of the Chief
SECTION

DATE OF INTERVIEW 21 April 72

FUNCTIONAL AREA (S)\_

Admin Services

0		visit		
		ort of	Title/	NAME
		Congre	(a) Title/Name of Report	OF INDI
		eport of Congressional	Report	VIDUAL CON
		SAOSA-9	(b) _	NAME OF INDIVIDUAL CONTACTED MAJ Berger
		×	E (	Berger
·			(c) <u>a</u>	
		Division/Br	(d) Origination	
		on/Br	ation	
		AR 1-20	(e) Authority	
			-	
		8	(f) CONUSA	Ж
1		NO	(g)	PHONE # 27
		NO	(h) Change	2785
		After-action report sub- mitted directly to DA.		1
		direct	Exple	
		report ly to	(1) Explanation	
	206	DA.		

CONUSA Survey (cont)

	Mono	Use .	9	
		_		Section 2
	YES	Z	3	. Julye
	5	Disposition Input   Ret	ε	Courses Serves (cours)
	5	tion Retained	(B)	
ZA.		Fwd to	(n)	
	NONE	Rpts to Inst	(0)	
	NA	Initiated by		
	NIK.	Rqmt		
CVA	TRIV	Personnel	<b>(b)</b>	
	שוער	Actual		
prepare.		Remarks	(b)	
	1			

	ASD, AG
(r) CONARC Disposition	CONUSA Survey (cont)

1. (SAOSA-9)

N/A

NAME OF STAFF SECTION/OFFICE AG
DIVISION Admin Services
BRANCH Hqs, Records Br.
SECTION

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Records Maintenance 2785

	ior wy Registered Documents be mual Inventory (DA 454)	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED
	csgm-	(b) RCS	1
	×	<u>ш</u> (с	MAJ Berger
		اها	1
	Each custodian of registered documents in the Hqs.	(d) Origination	
	AR 380-5	(e) Authority	
	NO	(f) CONUSA	P
	NO	(g) CONARC	PHONE # 2
		(h) Change	2785
209	Report is consolidated by Br & fwded directly to TAGO. Normally a negative report.	(1) Explanation	

0	0	NONE	Use	· e	
		YES	Fwd	(k)	
		NO	Disposition Input Ret	(1)	
		NO	Retained Fwd to	(m)	
		TAGO	Fwd to	(n)	
		NONE	Rpts to Inst	(0)	
	•	N/A	Initiated by	_	
		UNK	Rqmt		
		UNK	Personne l Auth	(g)	
		UNK	Actual		
210		P- Report requires .1 mandays to prepare.	Remarks	(9)	

	0	1. (CSGID-68)	BR, AG
		68) N/A	BR, AG (r) CONARC Disposition
		4	
	211		

NAME OF STAFF SECTION/OFFICE AG
DIVISION ADMIN SERVICES
BRANCH RECORD MANAGEMENT
SECTION

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA (S) Records Management

	0		U	1	1
			2 .		
		Survey	Records Holding (DA 3471) CONARC Records Met	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED MAJ HERGER
	,	ATAG-29	GSA 1001(R2)	RCS RCS	TACTED MAJ
		×	×	(E)	BERGER
				100	
		Branch	Installation	(d) Origination	
		CON ARC Supplement to AR 340-1	AR 340-1	Authority	
		8	8	(f) CONUSA	Ą
	•	TRS	NO	(g) CONARC	PHONE # 2785
		YES	NO	(h) Change	35
		Report reflects record mgt surveys conducted by FUSA of its sub- commands. Require- ment is directed by DA.	FUSA consolidates for command and forwards to TAGO	(1) Explanation	
				1	1

0	0				
	tor tor com	:	Úse	e.	
	2. Used to moni- tor the Command's records mgt pro- gram	None			
	YES	YES	Pwd	<u>&amp;</u>	
	ĕ	NO	Disposition Input Re	(1)	Course,
	NO	8	Retained	(B)	
	CON ARC	TAGO	Fwd to	(n)	
	NONE	BNOK	Rpts to Inst	(0)	
	N/A	N/A	Initiated by		
	UNK	UNIX	Rqmt		
	UNK	UNK	Personne l Auth	( <del>Q</del> )	
	UNX	UNK	Actual		
	Report required 0.5 man days to prepare.	Report requires 2 man days at this level to prepare and forward.	Remarks	(4)	

٠	ASD AG	Records Mgt Br
N/A	CONAR	t Br (r)
A	CONARC Disposition	

2. (ATAG 29)

Report is retained at CONARC and used to monitor the program to insure CONUSA is conducting the required surveys.

NAME OF STAFF SECTION/OFFICE AG
DIVISION Administrative Services
BRANCH Printing Plant
SECTION

MAHE OF INDIVIDUAL CONTACTED MAJ Burger

FUNCTIONAL AREA (S) Publications and Printing DATE OF INTERVIEW 18 Apr 72

PHONE #

		3. Annual Plant Inventory (JCP-5)	<ol> <li>Printing Plant Report (JCP-1)</li> </ol>	. Quarterly Commercial rinting Report (JCP-2)	(a) Title/Name of Report
		JOP-1001	JCP-1004	JCP-1017	RCS
		×	×	×	in (c)
		Printing Plant	Printing Plant	Printing Plant and Procure- ment Officer	(d) Origination
		AR 310-1	AR 310-1	AR 310-1	(e) Authority
		No	No	No	(f) CONUSA
		No	No	No	(g) CONARC
		No	No	No	(h) Change
2	215	(e) Forwarded directly to DA	(e) Forwarded directly to DA	(e) Forwarded directly to DA	(1) Explanation

0	3. Used to rerify equipment on hand or to ascertain loss	etermine etermine eterments for personnel and equipment	2. Used to evaluate efficiency of	1. None	Use	Ċ	CONUC
	Yes		Yes	Yes	Pwd	(K)	SA Surve
	No		No	No	Disposition Input Re	(1)	CUNUSA Survey (cont)
	No		No	No	Retained	(B)	
	DA		DA.	DA	Fwd to	(n)	
	None		None	None	Rpts to Inst	(0)	
	N/A		N/A	N/A	Initiated by	٥	
	UNK		UNX	UNK	Rqmt		
	UNIX		UNK	UNK	Personne l Auth	( <del>Q</del> )	
	UNIX		UNK	UNK	Actual		
	Report requires three man days to prepare		Report requires three man days to prepare	Report requires two man days to prepare	Remarks	(9)	
	216						

PR INT ING	
PLANT	
CONUSA	
Survey	
(cont)	

CONARC
Disposition

3. (JCP-1001) 2. (JCP-1004) A/N N/A

1. (JCP-1017)

NAME OF STAFF SECTION/OFFICE AG

DIVISION Reserve Forces & ROTC Division

BRANCH Office of the Chief

SECTION

DATE OF INTERVIEW 18 Apr 72

PHONE # 2740 FUNCTIONAL AREA (S) Re-enlistment

NAME OF INDIVIDUAL CONTACTED Mr Noble

(a) (b) Title/Name of Report RC	1. Enlistment/Re-enlistment CSRSV-128	Report		2. Reserve Component Active CSRSV-130 Erry In-Service Recruiting Program	0	
RCS	CSRSV-128			CSRSV-130		
B	×			×		
(d) Origination	Reserve Imits			Installation		
(e) Authority	DA 1tm AGAA	-Pers, 26 Jul 71		DA msg 102100Z Jan 72; 1A Cir 140-14		
CONUSA	N			ŏ		
(&)	20			No		
(h) Change	N	ð		No		
(1) Explanation		for DA use to monitor progress and measure effectiveness of Reserve Re-enlistment Program.	(g) CONARC consolidates for all Armies and fuds to DA	(d) Only seven installations in FUSA participate and recruit AD personnel being discharged for Reserve units.	(e) Reports consolidated at CONARC and forwarded to DA to measure effectiveness of program.	

			N.					 
	Úse .	Prog.	To monitor Progress	(			T .	
2	7	Yes	No				ŧ	
	Disposition Input   Re	Yes	No			·	\$	
	Retained	No	No			•		
3	Fwd to	CONARC	CONARC			,		
(6)	Rpts to Inst	None	None	,				
	Initiated by	N/A	N/A					
	Rqmt	UNIX	UNIX					
9	Personnel Auth	UNK	UNIX					
	1 Actual	UNIX	UNIX					
(a)	Remarks	(p) Two man days are required to consolidate and pre- pare report and submitted monthly.	(k) Report forwarded from installation directly to CONARC; info to FUSA	(p) Three man days required to prepare report which is submitted weekly.				
					219			

1. (CSRSV-1:	Reserve Forces & (r ROTC Div CONAR
28)	CON
1. (CSRSV-128) Consolidated by CONARC and forwarded to CORC. Used at CONARC to reserve reenlistment program. Manual preparation of the report w	(r) CONARC Disposition
to C	
ORC.	
Used ion of	
at C	
report	

NAME OF STAFF SECTION/OFFICE AG

DIVISION Reserve Forces & ROTC Division
BRANCH Reserve Personnel Action Br
SECTION

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Personnel Action

0	<ol> <li>Zones of Consideration for unit and non-unit reserve LTC's.</li> </ol>	2. Army Reserve Appointments by grade, Branch and source	Reserve Component Officers Eligible for Promotion Consideration	(a) Title/Name of Report	HAME OF INDIVIDUAL CONTACTED
	0P0-33	0P0-38	AG-601	RCS	
	. #	×			Mr. Rodgers
			×	100	1 100
	Branch	Branch	Branch	(d) Origination	
	AR 135-155	AR 635-100	AR 680-150	(e) Authority	
	No	No	No	(£)	P P
	No	No	No	(g) CONARC	PHONE # 2563
	No	No	No	(h) Change	63
	(e) Used eventually at DA to establish secondary zones for promotion to 0-6.	(e) Used by DA to monitor 2 Reserve Commissions accomplished by the field.	(c) Deck of punch cards (e) Used by Reserve Components Personnel & Administration Center, (RCPAC), St Louis As feeder data to initiate promotion action on grades Major and above.	(1) Explanation	

CONU	(i)	Use	1. None	2. None	. None		0	
CUNUSA SUITVEY (cont.)	(x)	Fwd	Yes	Yes	Yes			
y (cont)	(1)	Disposition Input Ret	No	No	No	. :	 a.	
	(m)	Retained	No	No	No			
	(n)	Fwd to	RCPAC	RCPAC	RCPAC			
	(0)	Rpts to Inst	None	None	None			
	٦	Initiated by	N/A	N/A	N/A			
		Rqmt	UNK	UNK	UNIX			
	(g)	Personne l Auth	UNIX	UNK	UNIX			
		Actual	UNK	UNK	UNIX			
	(9)	Remarks	(p) Report prepared by machine - approx imately one man day and is sub- mitted as required.	(p) Report requires two man days to prepare and is submitted annually.	(p) Report requires three man days to prepare and is submitted annually.	222		

	RESERVE PER ACTIONS BR
	PER
(r) CONARC Disposition	CONUSA Survey (cont
posi	vey
tion	(cont

JSA Survey (cont)

1. (AG-601)
2. (OPO-38)
3. (OPO-33) N/A N/A

N/A

NAME OF STAFF SECTION/OFFICE AG
DIVISION Reserve Forces & ROTC Division
BRANCH ROTC Br
SECTION

3

NAME OF INDIVIDUAL CONTACTED MAJ Jones

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Personnel Actions

PHONE # 74.59

3. Army ROTC four year scholarship	2. TSAR Branch Assignments of ROTC Graduates	1. ROTC Entry on Initial Active Duty Tour	(a) Title/Name of Report	
ATIT- 154	ATPER- 269	CSGPA- 1093	(b) _ RCS	
· H		×	(B) (C)	
			ia i	
ROTC Br	ROTC Br	ROTC Br	(d) Origination	
CONARC CIR 145-5	ONARC 1tr ATPER-MPO-O 5 Nov 70	DA Cir 614-9	(e) Authority	
No	No	No	(f) CONUSA	
Yes	. No	No	(g) CONARC	
No	Yes	No	(h) Change	
Report used by CONARC to manage program.	ONARC directed report used as feeder info to report to DA	Used by DA to monitor projected accessions from ROTC Program	(1) Explanation	

	Ö			1	1	
	3. Used by DCSOT & ROTO Br to moni-tor pro-gram	2. Mone	1. None	Use	(c)	CONUS
	Yes	Yes	Yes	Fwd	S	A Surve
	Yes	No	No	Input Re	3	CONUSA Survey (cont)
	No	No	No	Retained	(B)	
	CONARC	CONARC	DA	Fwd to	(n)	
	Army ROTC 4 yr scholarships	None	None	Rpts to Inst	. (0)	
	CONUSA	N/A	N/A	Initiated by		
	UNK	UNK	UNK	Rqmt		
	UNK	NX	UNK	Auth	(q)	
	UNX	UNK	UNK	Actual		
225	(o) Reports sent to ROTC institutions.  (p) Report requires six man days to prepare and submitted ennually.	(p) Report requires one man day to prepare and is submitted monthly	(p) Report requires two men days to prepare and is submitted semi- annually.	Remarks	(p)	

3. (ATIT 154)	2. (ATPER 269)	1.	ROTC Branch AG CON
Used at CONARC to manage the program, specifically, to measure effectiveness and also as a basis for allocating scholarships to the separate CONUSA. Nothing is forwarded to DA.	Consolidated at CONARC and forwarded to DA. CONARC does not use the report to monitor the branch selections and indicated CONUSA could deal directly with DA.	N/N	(r) CONARC Disposition

### CONUSA ANALYSIS INFORMATION OFFICE

- 1. CONUSA Findings. During the on-site survey of The Office of The Information Officer, FUSA, the various Information Office (IO) functions and reports were documented and consideration was given to their disposition and transfer. Presently, the IO advises the Army Commander and his staff on public affairs and command information matters. Community relations and ROTC and Reserve Component Public Affairs activities within FUSA were also considered in view of the reorganization.
- a. The IO role with regard to DA, CONARC and FUSA installations covers those functions of Command information, Public information, Community Relations and ROTC and Reserve Components affairs. The FUSA IO deals in technical channels with both CONARC and OCINFO DA. In addition, the IO provides special assistance to the Commander in speech preparation, maintaining contact with civilian aides to the Secretary of the Army in the FUSA area, and performs necessary liaison functions with the Defense Advisory Committee on Women in the service. A current role performed by the IO and a vital adjunct to IO responsibilities is the dissemination of Command and Public Information to military and civilian personnel of the FUSA and to the general public at large, respectively.
- b. The FUSA 10 also provides command information to the installations, furnishes community relations guidance and requires from the installation 10's those news items of note which fall into Command and Public information categories. From time to time FUSA 10 requests assistance from installation 10's in order to handle public information which encompases news, radio and television media and Home Town News releases which have high reader interest (information content).
- c. The FUSA IO provides six (6) reports to the CONARC (discussed in para 3 below) but receives no support as such from CONARC except for film service distribution used within the command information program.
- d. Technical channels between FUSA IO and DA, OCINFO provide mutual support in terms of news coverage and releases. The interchange of information between OCINFO and FUSA is equal to or greater than that interchange existent between FUSA and CONARC IO's
- 2. Validation of Installation Survey Findings. The Information Office was not studied during the Installation Management Survey phase. Analysis of this function at CONUSA reveals that no impact will be feet at the installation level under any of the three proposed organizational concepts.

### 3. Function/Report Evaluation.

a. Thirty-three (33) authorized spaces for IO functions currently exist at FUSA. Twenty seven of these spaces (17 military and 10 civilian) are authorized by HQ FUSA TDA. The remaining 6 civilian positions are information support positions on the HQ FUSA Support Element TDA. (These 6 positions are an outgrowth of the previous four FUSA Reserve Corps areas which were inactivated in 1968. Only four of the 6 authorized positions are currently filled and the FUSA IO has registered serious concern over recent RIF notices given to these four employees who perform IO duties in the field, and who provide the channels for Reserve unit information coverage.) (See further discussion in para 3a(5) below.)

- (1) The FUSA IO's duties center around the management of the entire office and his responsiveness to the Army Commander on public and command information matters. This responsiveness include, requirements in both the Active Army and ROTC and Reserve Component activities within the FUSA area. Four spaces (2 officers, 1 EM and 1 civilian) are involved. (Added to these four spaces are two spaces in The Administrative Branch for a total of 6 spaces.)
- (2) Four spaces are authorized in the Command Information Division of IO. Command information functions as currently organized within this relatively small staff relate to Active Army installations and their performance in command information activities.
- (3) The Public Information Division is authorized 10 spaces and provides the information interface between the CONUSA and the public.
- (4) The Community Relations Division develops policies and plans to bring about civilian understanding and support of the Army and its programs. Public participation events, parades, speaking engagements and all those activities commonly associated with public relations functions are located in this element consisting of 3 authorized spaces.
- (5) ROTC and Reserve Components Division. The two primary functions within this organizational element are the planning, supervision and evaluation of Army ROTC public relation programs in coordination with DCSOT and, secondly, coordination of the Reserve Components Information Program. This latter responsibility covers both the Command and Public Information programs. Four HQ FUSA TDA spaces are authorized within this division and six spaces from the HQ FUSA Support Element TDA. The division monitors activities of these FUSA IO representatives who are located in the six ARCOM areas. Only four spaces are occupied, and these four civilian information specialists have received reduction in force (RIF) notices within the time frame of this survey analysis. Elimination of these positions severely reduces the information linkage between the Active Army and the Reserves.
- b. The analysis of the functions performed by the IO Office and the six attendant reports which are prepared in that special staff section of FUSA reveals that functions, spaces and reports should be transferred or eliminated as follows:
  - (1) Area Command
- (a) Office of the IO 1 space, the Deputy FUSA Information Officer to support Reserve and ARNG information requirements.
- (b) Administrative Branch 1 space to provide administrative support.
- (c) Public Information Division 5 spaces to augment Area Command Reserve public information program.
- (d) ROTC and Reserve Components Division 10 spaces which include 6 spaces currently on HQ FUSA Support Element TDA.
  - (2) Force Command Not applicable
  - (3) D & T Command Not applicable
  - (4) Both Force Command and D & T Command

- (a) Office of the IO 4 spaces, the IO, his special civilian assistant and two clerical spaces.
- (b) Public Affairs Division 5 spaces. Associated with the transfer of this function is the following report:

RCS NAME OFFICE AUTOMATED/MANUAL
BUD 1085 Public Affairs Program IO X

(c) Command Information Division - 4 spaces. One report is associated with the Active Army portion of the Command Information Program.

RCS NAME OFFICE AUTOMATED/MANUAL
CINFO-10 Command Information Report IO X

(d) Community Relations Division - 3 spaces which will assist the Major Commanders in the public relations programs which are vital to newly emerging organizations. Associated with the transfer of these functions are the following reports:

RCS	NAME	OFFICE	AUTOMATED/MANUAL
ATTIS-17	US Army Orientation Tours	10	х
DD-PA (AR) 979	Armed Forces Participation in Public Affairs Supporting Community Relations Program	10	x

- (5) Installation Not applicable
- (6) DA and Other Not applicable
- (7) Eliminate. The following reports are being eliminated:

RCS NAME OFFICE AUTOMATED/MANUAL

ATTIS-16 Information and Editorial IO X

Career Program Registrants

REMARKS

This report is not forwarded beyond CONARC. CONARC Reg 600-18 is being revised and report is due for immediate elimination.

RCS NAME OFFICE AUTOMATED/MANUAL

ATTIS-18 Closed Circuit Educational IO X
Television

REMARKS

CONARC IO used report to determine which installation used closed circuit TV for IO purposes. CONARC message in early May 1972 will cancel/eliminate requirement.

### 4. Conclusions.

a. The Information Office functions will be required at both Area Command level and D & T Command and Force Command.

- b. Emerging or newely created commands will need excellent Command Information and Public Information programs.
- c. Although a Deputy IO position may have some significance at the CONUSA level, the space can be used more profitably by the Area Commander in the support of his Reserve Components information needs.
- d. As the Area Commands emerge, their Command and Publication Information Programs will increase in importance; similarly, ROTC and Reserve Affairs area coverage will require more attention as the Active Army enters an all-volunteer environment in 1973.
- e. RIF action of four area civilian information specialists appears inconsistent with growing importance of maintaining information links with ARCOMs and other Reserve units.
- 5. Recommendations. Recommend that the following disposition of FUSA 10 spaces and functions be accomplished contingent upon reorganization:
- a. Transfer 17 spaces to the Area Command thereby providing it with an IO capability in support of its future assigned missions.
- b. Transfer 16 spaces to the Force and D & T Command level so that Command/Public Information and Community Relations Programs can be expanded and improved upon.

FF SECTION/OFFICE CONUSA Information

NAME OF STAFF SECTION/OFFICE CONUSA Information
DIVISION Information Office
BRANCH
SECTION

DATE OF INTERVIEW 20 April 1972

FUNCTIONAL AREA(S) Information Office

•		0	•	. 3.		.(	)	
	Armed Forces Participation in Public Affairs Supporting Community Relations Program	Command Information Report	Public Affairs Program	Closed Circuit Educa- tional Television	US Army Orientation Tours	Information & Editorial Career Program Registrants	(a) Title/Name of Report	HAME OF INDIVIDUAL CONTACTED
	DD-PA(AR) 979	CINFO-10	BUD-1085	ATTIS-18	ATTIS-17	АТТІЅ-16	(b)	TACTED
	*	*	*	×	*	*		
						• • • • •	0	
	CONUSA	Installa- tions/USAR	Installation	CONUSA/Instl	CONUSA	CONUSA	(d) Origination	
	DA Msg OCINFO 27 Mar 70 ATTIS-01 Apr 70	AR 368-81	DA Ltr DAPO-ZD, 9 S CON Msg, 14	CON Ltr	CON Ltr	CON 600-18	(e) Authority	
	NO	NO	9 Sep 71 14 Sep 71	No.	N	8	CONTUSA	
	8	8	No	No	YES	YES	(g) CONARC	PHONE # 3052
4	YES	YES	YES	YES	YES	YES	(h) Change	
	DOD requirement for publication of a monthly list of projected General Officer speaking engagements.		231		Although a CONARC unique report, the report is sponsored by OCINFO, HQ DA.	1st CONUSA can supplement report guidance.	(1) Explanation	

.c.	1. NONE	2. NONE	3. NONE	4. NONE	Manage-	ment	6. NOVE			70.00		Taylor Server		1 to	TO THE	
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INFORMATION OFFICE CONARC Disposition

ATTIS-16 is not forwarded beyond CONARC. Report has been used to monitor civilian career program. CONARC Reg 600-18 is being revised and report is the for immediate elimination

report is due for immediate elimination.

This report forwarded to HQ DA, OCINFO. CONARC merely monitors orientation tours through the medium of this semi-annual report. conducts a minimum of one civilian tour per calendar quarter and reports same to CONARC). (Each CONUSA ...

CMARC IO used report to determine which installations were using closed circuit TV for information purposes. CONARC message to CONUSA's in early May 72 will delete report requirement.

CONARC Comptroller receives input from CONARC IO and forwards report to DA as required.

CONARC ID consolidates fists of General Officer (GO) speakers; adds CONARC GO's to list and forwards to DA, OCINFO. CONARC evaluates success of Command Info Programs within CONUSA's and copies of all reports from Installation and Reserve unit levels are

### CONUSA ANALYSIS INSPECTOR GENERAL

- 1. CONUSA Findings. The Inspector General of the HQ, FUSA is assigned to the personal staff of the FUSA Commander. The FUSA IG inquires into and reports upon matters which pertain to the performance of the mission and the state of discipline, efficiency and economy of the FUSA. In addition, the IG performs such other duties as are required by law and regulations, and those specific duties which are directed by the Army Commander. The major subdivisions within the FUSA IG are the Inspections Division and Investigation and Complaints Division. The authorized spaces in this staff section are 3 in the Office of the IG, 4 spaces in his Administrative Branch, 56 spaces in the Inspections Division and 5 spaces in the Complaints Division for a total of 68 spaces.
- a. The FUSA IG receives technical information and guidance from DA and CONARC. In addition to these sources, the most important source of guidance is the IG's Commander. AR 20-1 is quite explicit in the delineation of IG functions and the use of both command and IG technical channels. Both of these channels can be used in connection with the inspections and investigations/ complaints functional areas. The report list at Inclosure I may be misleading if it is not fully understood that in addition to the one recurring report which is a summarization and consolidation of IG complaints (the Army Redress System which is discussed later), the FUSA IG also prepares 2300 separate Annual General Inspection (AGI) reports every year. In addition to the scheduled AGI's of Active Army Class I FUSA Installations, the IG annually inspects Reserve units and Army National Guard units. The entire inspection workload amounts to 2300 inspections. It should be noted that every National Guard unit down to the company size organization is inspected yearly. This requirement stems from Title 32 of the U. S. Code and at the present time no deviations are allowed. Presently, the FUSA IG inspects Reserve units down to company size every other year. These inspections at present involve 1 officer and 1 enlisted man per company size unit who spend a maximum of four hours each at the company or unit level. In addition to the inspection mission, the FUSA IG may be required to furnish copies of its reports of investigation or reports under the redress system to the Chief of the National Guard Bureau (for ARNG units) or CORC (in the case of Army Reserve units). The report of investigation is not forwarded to CONARC. These reports are forwarded to DA if appropriate, and a copy is filed at the FUSA.
- b. The FUSA IG requires from the installation level not only the preparation of the installation for scheduled AGI's, but a follow through on recommendations which are contained in reports of inspection. The FUSA IG presently provides inspection services for the installations. In addition to performing inspections at the installation level, FUSA IG reviews reports of inspection conducted by IG's of subordinate installations within the FUSA.
- c. The FUSA IG does practically nothing for CONARC HQ. FUSA IG does, however, forward report AHAIG-2, IG Complaints, to CONARC.
- d. The FUSA IG or the CONUSA IG, if you will, serves both the inspected units, the requirements and situations causing investigations, the soldier who has either a complaint or a request

for assistance and finally, the DA. Technical Bulletin IG4 is quite specific in its requirements of the IG. These are DA requirements and guidance and they are not supplemented by an intermediate HQ. DA to FUSA IG technical channels are open at all times.

2. Validation of Installation Survey Findings. The Inspector General functions were not studied during the course of the Installation Survey. Analysis of this functional area at CONUSA and later at CONARC reveals that no impact will be felt at the installation level under any of the three organizational concepts. (Although not a direct part of the validation or the ensuing analysis, selected ideas in IG philosophy and operations are presented in paragraph 3c below for the consideration of reorganization implementation planners.)

### 3. Function/Report Evaluation.

- a. Sixty-eight spaces are currently authorized at FUSA to carry out the functions of the IG. The distribution of these spaces has been recorded in paragraph 1 above. Actual or occupied positions equal authorized positions in all organizational elements except the Inspections Division. This division has 46 actual positions for a deficit of ten unfilled positions.
- (1) The FUSA IG is responsible to his Commander and to the laws and regulations which govern the performance of Inspectors General. The Deputy IG acts for the IG in his absence. With the addition of clerical support, the IG's office is provided with 3 spaces.
- (2) The Administrative Branch as its name implies, is responsive to the entire section providing office support, central files, and the collection of statistical data. Your spaces filled and authorized.
- (3) Investigation and Complaints Division. Five authorized spaces carry out the sub-functions involving the conduct of special investigations and those directed by the CG; review of reports of investigations of subordinate headquarters, the receipt and review of complaints and requests for assistance; and the operation of the Command Redress System under the terms of reference of Inspectors General. This Division also prepares the quarterly report referred to in Inclosure 1.
- (4) The Inspections Division with a current space authorization of 56 military and civilians has its sub-functions outlined as follows:
- (a) Supervision, planning and carrying out Annual General and Special Inspections of Active Army installations, units and activities within the jurisdiction of the FUSA Commander and simultaneously, performing Annual General Inspections (AGI) of USAR and ARNG units within the CONUSA.
- (b) Preparing, reviewing and staffing of all reports of inspections described in (1) above.
- (c) Insuring that corrective action is taken on recommendations stemming from (1) and (2) above.
  - (d) Performs review of inspections conducted by IG's of

FUSA subordinate installations.

- b. The analysis of the functions performed by the IG, the one recurring report and consideration of 2300 "reports" of inspection which are prepared in this staff section of FUSA reveals that functions, spaces and reports should be transferred as follows:
  - (1) Area Command
- (a) Office of the IG 2 spaces, the FUSA IG to the Area Command and his clerical support.
  - (b) Administrative Branch 3 spaces.
  - (c) Investigation and Complaints Division 3 spaces.
- (d) Inspections Division 40 spaces, to provide a more intensive performance of those sub-functions listed in paragraph 3a(4) above.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
  - (4) Both Force Command and D&T Command:
  - (a) Office of the IG I space, the Deputy IG.
- (b) Administrative Branch ~ 1 space to provide clerical support to 3b(4)(a) above.
- (c) Investigation and Complaints Division 2 spaces to provide a nucleus for the development of a Command Redress System at the two Major Commands. One report is associated with this subfunction and should be transferred to both Major Commands so that it can serve the needs of both Major Commanders:

RCS	NAME	OFFICE	OR MANUAL
AHAIG-2	Inspector General	IG	Manual

### Romarks

See Column Q of Inclosure 1 which shows flexibility of this report outlined in AR 20-1.

- (d) Inspections Division 16 spaces, 8 to each Major Command. Implementation planners must take into consideration populations of States which will constitute 3 emerging Area Commands, numbers of Active Army installations related to Force and D&T Commands subsequent to decision on adoption of one of the three organizational concepts, and total Reserve Components population in order to arrive at proper mix of inspectors between Active Army and Reserve Components.
- c. Additional item for consideration. During the CONUSA onsite survey the FUSA IG was personally interviewed. His comments on Article 32 of the U.S. Code and the mandatory annual inspections

of every ARNG unit (see para la above) prompted further inquiry and analysis upon a return to CONARC HQ. The following commentary has been provided by the CONARC IG and may be worthy of consideration by reorganization implementation planners. It is inserted in this CONUSA analysis because it may have far reaching effects on the role and the future of the Inspectors General in the Force and D&T Commands and the remainder of the Army, for that matter.

- (1) The Inspector General System as we know it today is nothing more than a projection of a system which was developed for our Army when the United States was a nation in its early rural development. Since that time we have seen both an industrial and a technological revolution which have greatly impacted upon the Army, yet there has been little or no change in the Inspector General System.
- (2) We have seen rural America move to the cities. We have seen the General Store, where all commodities were stocked and purchased, disappear from our society. We have seen the single downtown shopping area disappear and evolve into a multiplicity of shopping centers and most assuredly we have seen the development of many new industries and methods and concepts which have had major influences on the Army. For example: The Army's organizational staffs have added additional members, to include a Comptroller, a Force Development Office, and a Management Information Office. The staffs have become functionally organized and we have seen more and more inclination towards centralized control and vertical organizations. We have recognized the requirement to have a research and development agency to insure the Army is maintaining step with science and technology. We have seen more and more management tools employed within the Army in the form of systems analysis and automation as well as the addition of more sophisticated and complicated tools and equipment, yet with all this no fundamental changes have been made in the thrust of the IG effort.
- (3) The system is still General Inspection oriented and little emphasis is given to special inspections even though we have become an Army of specialization. The General Inspection concept within the current IG system is a carry over of the old Army where installations were small, units were scarce and spans of control limited to a few staff officers and commanders. In such an environment a general inspection could be conducted in a short period of time and the Inspector General could provide his commander with a reasonably accurate evaluation of the conditions existing in the command. The Inspector General, if an analogy can be made, was capable of inspecting the "general store" but this institution has long since disappeared from the scene, and yet the system is still oriented towards the requirements of the Army of the "thin blue line" and not the modern volunteer Army of now and the future.
- (4) If this is the case, what needs to be done? First, and foremost, the question might be asked, is an Inspector General System required? There is of course serious doubt as to its necessity since commanders now have so many managerial measurement tools to evaluate efficiency that were previously unavailable at the time of the inception of the IG system. Regardless, and assuming that the system is necessary, what are some of the changes

which could be implemented in an austere environment where the use of IG resources could be employed to the best advantage of the Army.

- (5) Within the Force and D&T Commands consideration should be given to an Inspector General System which is special inspection oriented as opposed to the General Inspection concept now being emphasized. Such a concept could be implemented by having specialists assigned to the IG office who not only work for the IG but the staff agency wherein their specialty lies as well. In other words a liaison affiliation should be developed between staff agencies and the IG on a required daily basis. Centralized scheduling of inspections should be established at the highest possible level to circumvent more than one IG inspection at a given installation during a given fiscal year. In general the Inspection mission of the IG should be changed to a system of inspections on the basis of requirements or requests and not on that of a antiquated policy of scheduled annual visitations.
- (6) The concept outlined above should be thoroughly examined and detailed plans developed for implementation. These and/or other actions should be taken now to insure that the Inspector General System is responsive to the needs of the Army of today and tomorrow. Further delays in studying the IG system because of current revitalization efforts do not appear consistent with the announced goals of a more professional and modern Army. There is no question that imagination and initiative in developing and implementing new approaches to meet the needs of the Army are being given priority considerations. The current efforts to revitalize the IG system are for the greater part technique and procedural changes to accomplish the IG mission in the modern Army. The requirement to provide maximum effectiveness with a minimum of resources dictates the need to implement several changes in the IG systems of the D&T and Force Commands, regardless of other actions taken.
- (7) AR 20-1 indicates the idealistic concept of the Annual General Inspection; to inspect all units and activities with an all inclusive and thorough inspection on a yearly basis even though in reality this is not possible. Sufficient manpower, money, or time are not available to accomplish this requirement. In the current military environment with large spans of control, advances in technology, changes in sociological trends, and the enunciated goals of a Modern Volunteer Army, the current IG system falls somewhat short of anticipated and known requirements. The time allocated for inspections in current inspection schedules, coupled with a minimum number of inspection personnel is inadequate. The current inspection schedule has three major faults; manpower, money, and time. The first fault, manpower, is based on the current manpower allocations which authorize fewer inspectors than there are staff sections assigned to major units or activities. With the large and intricate staff sections of today's Army, an inspector must be totally dedicated to inspection of that one particular activity. A few special staff sections can be inspected by one inspector but today's primary staff sections require a minimum of two inspectors. This manpower shortage results in incomplete and cursory inspections of practically every staff section. The second fault, money, actually results in some units not being inspected due to lack of funds. The shortage of funds has almost necessitated a change from an annual general inspection requirement to a biennial schedule. AR 20-1 allows exceptions to the annual general

inspection requirement on the basis of substantially unchanged conditions of command and responsibility including a determination of satisfactory mission performance at the annual general inspection of the previous year, when making the inspection is considered to be uneconomical, or for other valid reasons. The lack of money has resulted in more units being exempt from annual general inspections because of being une conomical rather than unchanged conditions of command and responsibility. The third and most serious fault, time, has the most influence on the fallacies of the current IG inspection system. The number and varied size of units and activities to be inspected coupled with the requirement for annual general inspections dictates that the inspection schedule be made on a weekly inspection basis. Within the weekly inspection schedule one or two activities will be inspected and the inspectors must adjust the detail of their inspections based on the amount of time allocated for the inspection. In practically all inspections there is insufficient time to conduct a thorough and detailed inspection of the activity. Between inspections the inspector must totally dedicate his time to reading, research, and preparing for the next inspection trip. He must pass his inspection results to someone else to insure that corrective action on his findings are adequate to correct the problem and the inspector never really sees the end result of his inspection efforts. Time also precludes the adequate use of special inspections since nearly all of the available time is allocated for general inspections. The General Inspection Organizational Element (Branch) is almost totally absorbed in the preparation and conduct of general inspections, thereby eliminating the commander's flexibility to conduct a special inspection when he deems necessary. He is forced to plan around the general inspection schedule because of a lack of manpower, money, and time.

- (8) The implementation of D&T and Force Command would be an appropriate time to correct some of the fallacies in the current IG system and allow the system to once again become a complete and thorough indicator of the conditions within a unit or activity. With the reduction of the CONUSA missions, sufficient manpower should be made available to the D&T and Force Command Inspectors General to provide a complete and thorough inspection capability of all units and activities. This would allow inspectors to become experts in their particular field of responsibility without being saddled with numerous other activities for which he is not familiar. In order to conduct a complete and thorough inspection of these two major Commands' units and activities, it is recommended that all general inspections be scheduled on a biennial basis and conducted during a minimum period of two weeks based on the unit or activities organization and mission. This proposal would solve some of the problems of the current IG concept. Biennial inspections would reduce the money expenditures required by the current annual inspection concept with a reduction in travel requirements. A two week inspection would allow inspectors sufficient time to conduct a thorough detailed in-depth study of the staff sections and thereby eliminate the cursory staff inspections which tend to surface problems without really identifying their source. Biennial inspections would also allow sufficient time between inspections for the inspection personnel to follow up on findings to insure that corrective action is adequate,
- (9) Also a biennial approach would allow sufficient time for inspectors to prepare for forthcoming inspections. Time would be

available for inspectors to review regulations, TWX's, correspondence, etc., to insure currency on the latest factual information. Increasing the time between scheduled inspections would also allow the commander more flexibility to direct special inspections on a more timely and effective basis. Allowing inspectors more time between inspections at their home station would also contribute to the goals of the Modern Volunteer Army Program.

- (10) Consideration should be given to assignment of inspectors general by MOS other than the overall classification of the standard 9310 MOS. The complex and intricate staff sections of today's Army requires specialists that are familiar and knowledgeable with the organization and functions of the staff. The assignment of inspectors by MOS for inspection of specific staff activities would reduce the training required for newly assigned inspectors and also reduce the intimidation of the inspector who is required to inspect a staff or function with which he is not familiar. The MOS related inspector would also be able to easily deviate from his inspection criteria to identify problems which may arise during the course of the inspection.
- (11) Upon implementation of the D&T and Force Commands, it is proposed that the following changes to the current IG system be initiated based on the above discussion:
  - (a) Schedule annual general inspections on a biennial basis.
- (b) Schedule annual general inspections for a two-week or longer period based on the unit's mission and role.
- (c) Assign sufficient inspectors to inspect all primary and special staff sections in their specialty field.
- (d) Adopt MOS Inspector General positions based on the inspectors staff inspection responsibility.

### 4. Conclusions.

- a. Inspectors General will be required at both Area Command level and D&T Command and Force Command. The inspection function as well as the investigation function are useful tools to any commander.
- b. Inconsistencies exist in the numbers and frequency of inspections between Reserve units and ARNG units. (Part of this inconsistency stems from Title 32 of the U.S. Code.)
- c. Implementation of the reorganisation decision and establishment of the two new Major Commands provides HQ DA with an excellent opportunity to reexamine an archaic inspection system.
- d. The present Inspector General Complaints Report provides Major Commanders with great flexibility in those items or areas selected for reporting.
- 5. Recommendations. Recommend that the following be given serious consideration by implementation planners:
- a. Transfer 48 spaces to the Area Command thereby providing the Commander and his Inspector General with the full range of IG functions.

- b. Transfer 20 spaces to the Force or D&T Commands and create proportional staffs with the full range of IG functions based on Active Army troop populations, numbers of installations, and the ultimate organizational concept chosen.
- c. Give consideration to restudying and revising the AGI and Special Inspection concepts which appear to be out of date in the Army of the 70's.

# REPORTS COLLECTION FORM

(See narrative at Appendix 4 for description of the Reports of Investigation process which is not a recurring report as such, but is also covered under AR 20-1).	<ol> <li>Inspector General Com- plaints</li> </ol>	(a) Title/Name of Report	MAME OF INDIVIDUAL CONTACTED	NAME OF STAFF SECTION/OFFICE DIVISION  BRANCH SECTION
		RCS B	TACTED COL W. J. Moe	OFFICE Inspector General
		(c)	Moe	General
	Class I Installations	(d) Origination		•
	AR 20-1	(e) Authority		
	NO	(f)		
	NO '	CONARC (	PHONE # 69	DAT
	TES	(h) Change	6554	E OF INTE
accomplished at FUSA	Selective modifications in	(1) Explanation	-	FUNCTIONAL AREA(S) Inspector General

 •	Report indicates her of plaints and formal requests for assistance. Report sub- divided into 16 major categories.	Report provides FUSA CG with in- formation on problem areas.	Use
		TES	Fwd &
		- ES	(1) (Disposition Input Ret
		NO	(m) Ition Retained
		CONARC who in turn forwards to DA	Fwd to
		NONE	Rpts to Inst
		N/A	t Initiated by
		N	Rqmt
		N	Personne Auth
		, ,	Actual
	243	FUSA IG consolidates Installation input	(q) Remarks

## CONUSA ANALYSIS PROVOST MARSHAL (LESS INDUSTRIAL DEFENSE)

- 1. <u>CONUSA Findings</u>. The FUSA Provost Marshal (PM) advises the FUSA CG on policy and supervises command policies operations, maintenance of order and discipline, limited criminal investigation activities, and the Crime Prevention Program. The PM also supervises the custody and rehabilitation of military prisoners and maintains liaison with the 12th Military Police Group (CI).
- a. The FUSA PMO primarily reviews reports, conducts staff visits and issues verbal and written guidance to subordinate PMO's. FUSA also acts as a stop in the submission of reports to include the evaluation of Serious Incident Reports (SIR's). Operation of the National Crime Information Center (NCIC) terminal is accomplished at FUSA.
- b. The FUSA PMO monitors and advises installation PMO's in their operational functions. FUSA requires no singular reports, but acts as the office of review for most installation reports submitted to CONARC and DA. Monitoring of assigned Military Police qualifications is accomplished to achieve balance of assets with requirements.
- c. FUSA meets the management information needs of CONARC through review and consolidation of those reports intended for CONARC and DA.
- d. FUSA serves the needs of DA by operation of the NCIC terminal (FBI) which enables law enforcement agencies to receive immediate notification of the theft/loss of serial numbered government items such as weapons and office equipment. DA reports are reviewed for accuracy and completeness and guidance and information from DA is supplied installations with necessary tailoring accomplished to meet the particular needs of FUSA.
- Validation of Installation Survey Conclusions. The FUSA survey reinforces the conclusions of the installation survey with no changes required.
- 3. Function/Report Evaluation.
- a. Fifteen spaces for this function are currently used at FUSA. Reports related to this function and CONARC disposition are inclosed.
- b. Analysis of functions performed by the Provost Marshal reveals that functions, spaces and reports should be transferred as follows:
- (1) Area Command The recognition of the fact that some Provost Marshal staffing will be necessary at the Area Command to perform a monitorship function over area support activities dictates that three spaces and no reports from the FUSA TDA and the operation of the NCIC for three additional spaces from the FUSA Support Element TDA be transferred to the Area Command.
  - (2) Force Command N/A
  - (3) D & T Command N/A
- (4) Both Force Command and D & T Command: The Provost Marshal functions currently performed at FUSA should be transferred to Force Command and D & T (less operation of the NCIC terminal). Six spaces

and 13 reports should be transferred from FUSA for this function (3 unused spaces remain for allocation or savings). The reports to be transferred are as follows:

RCS	NAME	OFFICE	AUTO/MAN
ATPM-40	CONARC addendum to PM activities report	PMO	х
PMG-2	PM Activities	PMO	x
OSD 1429	Report of Apprehension (Friendly Foreign Force Personnel)	PMO	х
OSD 1430	Report of Confinement (Friendly Foreign Force Personnel)	PMO	х
JUST-1010	Rpt of Loss, Theft and Recovery of Firearms and Ammunition	PMO	х
PME-61	Sentry Dog Handlers and Sentry Dogs	PMO	х
PME-75	Instl Cnf Fac Population	PMO	х
AHAPM-115	MP Unit Str Rpt	PMO	х
AHAPM-117	Weekly Cnf Stat Rpt	PMO	х
ATPM-19	Serious Incidents	PMO	x
DDA (AR) 1055	Physical Security of Weapons, Ammo & Explosives	PMO	x
DA-A 838	CID Investigations and Related Activities	PMO	x
PMG-60	Rpts of Individuals, Groups or Orgn Threatening Govt Officials	PMO	х

### 4. Conclusions.

- a. A Provost Marshal capability, to include operation of a NCIC terminal, will be necessary at the Area Command.
- b. The primary functions of the FUSA PM should be transferred to the major commands.

### 5. Recommendations.

- a. That 6 spaces from FUSA be transferred to the Area Command to provide a PM capability and for operation of the NCIC terminal.
- b. That 6 spaces from FUSA be transferred along with 13 reports to the major commands (3 spaces per command). This allows for 3 additional spaces to be available for reallocation or savings.

# REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE Provost Marshal DIVISION BRANCH Admin SECTION

NAME OF INDIVIDUAL CONTACTED

DATE OF INTERVIEW 19 April 1972

PHONE # 7359

FUNCTIONAL AREA(S) Admin

	•	(Friendly Foreign Force Personnel)	Report of Fonfinement	Report of Apprehension (Friendly Foreign Force Personnel)	PM Activities	CONARC addendum to PM ivities Report	(a) Title/Name of Report
·			0SD1430	OSD1429	PMG-2(8)	ATPM-40	RCS
			×	×	×	×	B (c
							<u>.</u>
			PMO	РМО	PMO	PMO	(d) Origination
	*	CON REG 190-4	AR 27-51	AR 27-51 CON Reg 190-4	AR 190-46 CON Supp1 190-46	CON Suppl 190-46	(e) Authority
			NO	NO	NO	NO	(f) CONUSA
		* ^ •	NO .	NO	No	YES	(g)
		t .:	NO	NO	NO	NO	(h) Change
			Required by DA 24	Required by DA	Required by DA	Required by CONARC	(1) Explanation

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			)					Info	Info	)	Compiled		Compiled	Use	(9)	- Cont
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		,						NO	NO		YES		YES	Input Ret	(1)	COMUSA SULVEY (COME)
								No	NO		YES			Retained	(m)	
								DA	DA	PM	CONARC	PM	CONARC	Fwd to	(n)	
							•	N/A	N/A		N/A		N/A	Rpts to Inst	6	
			V Sec						4 4 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2					Initiated by	(0)	
				ı		1		8	N		N		4	Rqmt		
								N	N		N		4	Auth	(g)	
								N	8		2		.4	Actual		
					241	8		Reports seldom received. Processin is thru channels only.	Reports seldom received. Processin is thru channels only.	at Army. Fwd to CONARC for compile tion prior to submission to DA.	Report prepared at instl. Compile	Fwd to CONARC for co	Report is prepared at instl. Compi	Remarks	(9)	

(r)
CONARC Disposition
PMO (ADMIN)

PHO (ADMIN)

- 1. Addendum to PMG-2. Statistics used for CONARC evaluation and information.
- Consolidation at CONARC for submission to DA (OPMG). CONARC use same as 1 above.
- 3.64. Report forwarded direct to DA (OPMG). Further disposition to the General Counsel DOD with information copies to TJAG and CONARC. CONARC uses for staff coordination if necessary.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE 1A Provost Marshal DIVISION Ops Div

BRANCH Ops - P/T, Cnf, NCIC SECTION

MANE OF INDIVIDUAL CONTACTED SGT Traylor

DATE OF INTERVIEW 19 April 1972

FUNCTIONAL AREA(S) Operations

PHONE # 4492

MANE OF INDIVIDUAL CONTACTED SGI ITAYIOT	TACTED SOL	Irayio	-				AHONE & 44.70	1	1
(a) Title /Name of Report	RCS O	B (c)		(d) Origination	(e) Authority	CONUSA	(g)	(h) Change	(1) Explanation
R t of Loss, Theft and very of Firearms and	JUST- 1010	Z		PM .	AR 190-11	ON	NO	NO	DA Requirement
Ammunition (DA 3056)								;	
Sentry Dog Handlers and Sentry Dogs	PME-61	3		7	AR 190-12 Con Msg 121852Z	NO	. 8	No	DA Requirement
	•			• 400 gg 5	May 70				50
Instl Cnf Fac Population	PME-75	Z		PM	DA Ltr,	NO	NO	NO	DA Requirement
(Final Rept 31 Dec 72) (1AA Form 625-R)		;			CON 1st				
				1	71, 1A Lt;, 8 Dec 71	•			
Unit Str Rept	AHAPM- 115	3		Unit	1A Msg 061100Z	YES	NO	YES	Feeder Rept for Stat & Staff Planning
		,			Dec 71, 1A Reg 190-1				
Weekly Cnf Stat Rept	АНАРМ- 117	Z		PM	lA Ltr, 3 Dec 71	YES	NO	YES	Feeder Rept for Stat & Stat Planning
			_		-				

	Info, Cmd Staff	Info, Cmd Staff	Info, Cmd	Info	Info	Use	9	
	NO	NO .	YES	YES	YES	Pwd	8	, and a
	YES	YES	YES	NO	NO	Disposition Input Ret	3	, /anne/
	YES	YES	YES	NO	0	ltion Retained	(B)	
	1		CONARC	CONARC	OTPMG CONARC FBI	Fwd to	(n)	
	NO	NO	NO	NO	NO	Rpts to Inst	(0)	
		· •		1		Initiated by		
	<b>.</b>	N	4	4	5	Rqmt		
	Vs	N	4	4	v	Personne l	9	
	5	N	4	4	<b>b</b>	1 Actual		
25	51				Personnel auth for the NCIC operations is understrength.	Remarks	(p)	

(r)
CONARC Disposition
FMO (OPERATIONS)

- An "as occurs" report (BLUEBELL) direct to DA. CONARC receives copy cannot change.
- 2. Quarterly report consolidated at CONARG.
- Consolidated at CONARC for submission to DA (OPMG).
- . N/
- . N/A

# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 19 April 1972

HAME OF STAFF SECTION/OFFICE Provost Marshal
DIVISION Operations
BRANCH Investigations & Security
SECTION

FUNCTIONAL AREA(S) Investigations & Security

MAME OF INDIVIDUAL CONTACTED	WIACTED MA	MAJ Lynch	1	<b>a</b>	9			4491 (h)	£	
(a) Title/Name of Report	RCS	(c)	10	(d) Origination	(e) Authority	(f) CONUSA	(g) CONARC	(h) Change	(1) Explanation	1
Serious Incidents	ATPM-19	×		PMO	Con Supp1 to AR 1-55 1A Supp1 to AR 1-55	NO	NO	NO	DA requirement	
Physical Security of Weapons, Ammo and Explosives	DDA(AR) 1055	×		PMO	DA Ltr, 29 Dec 70, Con 1st Ind, 6 Jan 71	No.	8	No	DA rewuirement 253	
CID Investigations and Related Activities	DD-A(Q) 838	×	<del>- 1</del>	lesponsibili ity	Responsibility being transferred	ansferred	to USACIDO	n 		
Repts of Individuals, Froups or Orgn Threaten- ng Govt Officials	PMG-60	×		PMO	AR 190-10	No	NO	NO	DA requirement	-
										Maria Contract
				1						

.

3.

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			fo	Info, PM Statistics	Info, PM Statistics	Use	(O)
			YES	NO	YES	Fwd	8
			NO.	YES	NO	Disposition Input Ret	3
			NO	YES	NO	Retained	(B)
		Š	CONARC	CONARC	CONARC	Fwd to	(n)
		* * * * * * * * * * * * * * * * * * * *	NO	No	NO	Rpts to Inst	(0)
	****	er i				Initiated by	
· ·			Ŋ	4	ω	Rqmt	
		ū.	٠,	4	ω	Personne 1	(g)
			۲.	4	ω	Actual	
	254			Used to monitor the physical secustatus of command		Remarks	(9)

CONARC Disposition
PMO (I&S)

l. This is serious incident report (SIR). Evaluated by CONARC after installation and Army evaluations. Does not progress to DA unless changed to "BLUEBELL" report. Accomplished in message format.

- Recinded April 1972. Previous report data to become part of installation/unit physical security file.
- 3. CID Command function. No CONARC involvement.
- Consolidated at CONARC for DA submission (OPMG). Reporting by message with follow-up letter.

## CONUSA ANALYSIS INDUSTRIAL DEFENSE PROGRAM

- 1. CONUSA Findings. The FUSA Provost Marshal has the responsibility for conduct of the industrial Defense Program within the FUSA geographical area. This includes the survey (inspection) of defense industry facilities, from 4 field locations, which are identified on the DADCSLOG "Key Facilities" list. Forty-three percent (43%) of the CONUS Key industries are found within the FUSA boundries. The Industrial Defense office provides management personnel with seminars which provides information on methods of safeguarding their industries from sabotage and other hostile or destructive acts, including civil disturbances, through the application of physical security and emergency preparedness measures.
- a. The coordination and supervision of the Industrial Defense Program for the FUSA area is accomplished by the FUSA PMO for those industries identified by DA-DCSLOG on the "Key Facilities" List. The task is area oriented with reporting accomplished to DA level (DCSLOG and OPMG).
  - b. No application to installation level.
- c. No application to CONARC other than the accomplishment of a mission assigned a CONARC subordinate command, Reports are provided CONARC for review prior to submission to DA.
- d. The FUSA PMO essentially acts as a DA agent to provide required services to those industries on the DA-DCSLOG "Key Facilities" List.
- 2. Validation of Installation Survey Conclusions. The Industrial Defense Program function was not studied at installation level. There will be no impact upon installations under any of the proposed organizational concepts.

### 3. Function/Report Evaluation.

- a. 19 spaces for this function are currently at FUSA within the FUSA Support Element TDA. Reports related to this function and CONARC disposition are inclosed.
- b. Analysis of functions performed by the Industrial Defense Division, FUSA PMO reveals that functions, spaces and reports should be transferred as follows:
- (I) Area Command The function, in its entirety, should be transferred to the Area Command. This constitutes 19 spaces and two reports listed below:

RCS	NAME	OFFICE	OR MANUAL
CSGLD-1603	Program Effectiveness	PMO	Manual
PMG-62	Ind. Defense Survey	PMO	Manual

(2) Force Command - No transfer of spaces for this function. However, the FC PMO will, of necessity, be the principal monitoring

agency for this Area Command function.

- (3) D&T Command None.
- (4) Both Force Command and D&T Command:
  - (5) DA None.

### 4. Conclusions.

- a. That the Industrial Defense Program is geographically oriented and therefore should be assigned as a responsibility of the Area Command.
- b. That the 19 spaces and two reports dedicated to this function be transferred to the Area Command.
- c. That the Force Command PMO will monitor this activity by virtue of the command relationship between Force Command and the Area Commands (no spaces provided Force Command).
- 5. Recommendation. That the Industrial Defense Program be transferred to the Area Command. This will involve 19 spaces.

REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE Provost Marshal Division Industrial Defense BRANCH SECTION

MAME OF INDIVIDUAL CONTACTED LTC Thompson

Industrial Defense Survey

PMG-62

×

CONUSA level AR 190-17

NO

NO

NO

(b), (g) and (h) uniform DA requirement

Progr

DATE OF INTERVIEW 19 April 1972

PHONE # FUNCTIONAL AREA (S)\_ 2342 Industrial Defense

		*								
Title/Name of Report RCS m a Origination Authority CONUSA CONARC Change Explana	(1) (2) (3) (4) (5) (6) (7)		(g)	(£)	(e) Authority	(d) Origination	(c)		(b)	(a) Title/Name of Report
gram Effectiveness CSGLD- X CONUSA level AR 190-17 NO NO (b), (g) and (b) DA requirement	(b), (g) and (h) uniform DA requirement	NO	NO		AR 190-17	CONUSA level		×	CSGLD- 1603	

				(	Report to	Industrial Defense Pro- gram	Evaluation of	Use	0)
					Management of Industry		DA	Pwd	8
					NO		NO	Disposition Input Ret	3
					NO		NO	Retained	(B)
					Manage- ment of Industr		DA	Fwd to	(£)
					N/A		N/A	Rpts to Inst	(0)
					DA		DA	Initiated by	
		1			18		4	Rqmt	
					1 Offic		*	Personne I	9
					r 1 Off- icer 1 Civ			Actual	
			259		*Completes above report also			Remarks	(4)

(r)
CONARC Disposition
PMO (ID)

- Consolidated at CONARC for submission to DA (OPMG and DCSLOG). Primarily a progress report to DCSLOG on key industry status.
- Each industry survey is reviewed at CONARC, approved and dispatched to DA (OPMG).

### CONUSA ANALYSIS STAFF JUDGE ADVOCATE

- 1. CONUSA Findings. During the on-site survey of the Staff Judge Advocate (SJA) section of HQ, FUSA the functions and related reports thereto were considered and documented. Additionally, installation management survey findings were verified and appropriate disposition of functions and accompanying spaces has been accomplished. The 13 military spaces and 13 civilian spaces at FUSA SJA have been related to the HQ, FUSA TDA.
- a. The FUSA SJA serves as legal advisor to the CG and staff and provides legal opinions and advice on questions of law. Although it is stated in the FUSA O&F manual that the SJA supervises the administration of military justice and other legal subjects, a review of the reports at Inclosure 1 will reveal that the FUSA SJA is primarily an intermediary between CONUSA installations and DA. Of the eight reports listed, seven are required by HQ, DA. The FUSA SJA's role with regard to DA, CONARC and the installations can best be described as one of an advisory nature. FUSA provides GCM jurisdiction for selected installations and activities but generally maintains a passive role because most requirements in this functional area are dictated by the Office of The Judge Advocate General (OTJAG), HQ, DA.
- b. To reiterate, the role of the CONUSA and what it provides and what it requires from the installations can best be described as follows:
- (1) The CONUSA (FUSA SJA in this case) requires from the installation selected reports which are not required by the FUSA itself but by a higher headquarters (normally HQ DA; see Inclosure 1).
- (2) The FUSA SJA performs military justice services for selected installations and activities in FUSA where a GCM jurisdiction in the sense of Article 22, UCMJ is not present. These military justice functions consist of:
  - (a) GCM jurisdiction and associated trials by GCM.
  - (b) Review of inferior court decisions and actions.
- (c) Furnish counsel for special courts-martial and Boards of Officers.
  - (d) Article 15 appeals.
  - (e) Advice to commanders.
- c. The CONUSA functional area in question, i.e., the FUSA SJA Office does very little for CONARC. A review of the disposition of reports attached at Inclosure 1 confirms this point (para 3 below will discuss this further).
- d. Finally, the last item to be addressed in this paragraph answers the question what the CONUSA, in this case, the FUSA SJA functional area, does for DA. In almost every case, the FUSA SJA responds directly to the Office of the Staff Judge Advocate General (OTJAG) at HQ, DA.

- (1) JAG Personnel Management and Actions. The management of JAG officers is centrally controlled and directed by OTJAG. All decisions are made by DA. Decision or requirement lines do not extend to CONARC or FUSA but directly to the installations. (The JAG officer and enlisted personnel at CONARC and FUSA are handled in the same manner i.e., central control by DA.
- (2) Reserve Affairs. The operations and training direction stems from OTJAG to The Judge Advocate General's School (TJAGS) and to the Reserve units. Remember that TJAGS is not under CONARC Schools, but directly under OTJAG. FUSA SJA reviews applications for commissions in Reserves, reviews summer training schedules for Reserve units and performs courtesy visits or inspections for CONARC. The TJAG, DA has overall responsibility for establishing and formulating professional legal training for JA unit and staff training. The SJA's of CONUSA's normally are responsible for technical supervision of JAG Reserve units in their respective areas. The requirements line stems from OTJAG to the TJAG Schools, and then to the Reserve units.
- (3) Litigation (civil cases). Although there is no requirement at the CONUSA level dictated by HQ DA, the FUSA SJA performs in the role of expeditor and/or coordinator when OTJAG asks the CONUSA to assist in speeding up civil litigation. This expeditor function is normally carried out telephonically.
- 2. Validation of Installation Survey Findings. During the previous three installation surveys at Forts Lee, Knox and Bragg the reader will recall that only one sub-functional area, General Courts Martial (GCM) jurisdiction was considered. Based on the CONUSA survey at First U.S. Army there is absolutely no reason to change or reverse the recommended procedures with regard to any of the type I, II, or III organizational concepts. Just as the CONUSA and CONARC today have GCM jurisdiction in selected cases or units, so too will the D&T and Forces Commands be able to exercise this jurisdiction under the provisions of Article 22, UCMJ at such time as their commanders may desire. In the meantime, GCM jurisdiction at the installation level will continue to function untouched by the reorganization.

### Function/Report Evaluation.

- a. Although only GCM jurisdiction was considered at the installation level, the CONUSA survey involved itself with all of the functions of the FUSA SJA. These functions are performed organizationally in the following SJA office elements:
- (1) Management and administration of the SJA section by the Office of the SJA. Nine authorized spaces provide these services to include operational overhead.
- (2) Review of board actions and investigations, providing legal opinions, and collaboration with other governmental departments and installations in the conduct of civil litigation is performed by the Military Affairs Division. This division is authorized three spaces for these activities.
- (3) The supervision of Military Justice to include pre-trial and post-trial actions, examination of records of trial, counsel for courts martial and maintenance of records of trial by court martial are functions performed by the Military Justice Division of the SJA. Eight spaces are authorized.
  - (4) Operation and processing of claims service, activities to

include approvals, disapprovals and forwarding of claims cases for resolution where dollar values exceed authority to approve is carried out in the Claims Division. Four authorized spaces are provided for these operations.

- (5) Individual legal assistance and supervision of the FUSA Legal Assistance Program is carried out in the Legal Assistance Division which accounts for two authorized spaces.
- (6) Although not included in the above functions (or in the organization and functions manual) and total of 26 authorized spaces, the FUSA SJA provides courtesy services for the TJAG School and its dealings with Reserve unit training. These services include courtesy inspections of Reserve summer JAG training, and a review of proposed summer training schedules prepared by TJAG School.
- b. The analysis of the functions performed by the SJA and the eight attendant reports which are prepared in this special staff section of FUSA reveals that functions, spaces and reports should be transferred as follows:
  - (1) Area Command -
- (a) Office of the SJA 2 spaces, one professional lawyer and one clerical space.
- (b) Military Affairs Division 1 space to provide Area Commander review capability for review of board proceedings.
- (c) Claims Division 2 spaces to provide capability to process and forward claims (pertaining to Reservists only) to U.S. Army Claims Service and prepare following reports:

RCS	NAME	OFFICE	AUTOMATED OR MANUAL
JAG-24(R3)	Administrative Claims Report	SJA	Manual
JAG-42(R1)	Affirmative Claims Report	SJA	Manual

- (2) Force Command Not applicable.
- (3) D&T Command Not applicable,
- (4) Both Force Command and D&T Command:
- (a) Office of the SJA. Six spaces or three to each Major Command. Two of these spaces include SJA officers who will provide legal staff advice to the respective Major Commanders. Three reports are associated with this functional transfer:

RCS	NAME	OFFICE	OR MANUAL
OSD-1023	Trial Observer Report	SJA	Manual
OSD-1024	Trial Observer Report on Appeal	SJA	Manua 1
OSD-1025	Monthly Visitation Report	SJA	Manua 1

- (b) Military Affairs Division. Two spaces, one to each Major Command to perform liaison functions and collaboration with other governmental agencies in pursuit of civil litigation cases which previously were performed at CONUSA level.
- (c) Military Justice Division. Transfer eight spaces or four each to D&T and Force Command to perform Military Justice functions currently performed at CONUSA level. Two reports are associated with this function:

RCS	NAME	OFFICE	AUTOMATED OR MANUAL
DD-M(SA) 1061	Statistical Report of Criminal Acti- vity and Offenses	SJA	Manual
JAG-2	Report of Non-Judi= cial Punishment	SJA	Manual

(d) Claims Division. Operation of Command claims office and performance of approval and disapproval actions on claims to include taking recovery action agent parties liable to the U.S. Government. Transfer of 2 spaces, one to each Major Command, will provide a nucleus for the formation of this functional element at D&T and Forces Command. Transfer of two CONUSA reports will be necessary:

RCS	NAME	OFFICE	OR MANUAL
JAG-24(R3)	Administrative Claims Report	SJA	Manual
JAG-42(R1)	Affirmative Claims Report	SJA	Manual

(e) Legal Assistance Division. Transfer 2 spaces, one to each Major Command to provide the formation of a legal assistance office at the two major headquarters. A report associated with this function is:

RCS	NAME	OFFICE	AUTOMATED OF MANUAL
JAG-7(R3)	Report of Legal	SJA	Manual

- (5) Installation. Not applicable.
- (6) DA and Other. Since OTJAG DA is the proponent for all eight reports considered in this analyses, it is presumed that none of these reports will be eliminated due to the reorganization. Three reports OSD 1023, 1024 and 1025 are quite rare and have not been prepared at FUSA in over three years. OTJAG may want to consider cancellation or transference of the report preparation function to DA.
- (7) Eliminate. As mentioned in para 3b(6) above, it is assumed that no reports are scheduled for elimination. One space in the Office of the SJA may be considered for elimination when reference files are consolidated from four currently existing legal reference libraries and consolidated into two legal libraries at the Forces and D&T Command.

### 4. Conclusions.

- a. Staff Judge Advocate functions to include legal advice to the commanders and their staffs, will continue to be required at both Area Command level, and the two emerging Major Commands.
- b. The Area Command will not be required to involve itself in the administration of military justice. Military justice review action in selected cases will be channeled from installation level to the Force Command and D&T Command level.
- c. The Area Commands will not involve themselves in civil litigation cases or the expediting thereof required by OTJAG.
- d. The present day CONUSA provides courtesy services to selected Reserve units for the OTJAGS. The SJA and his Chief of Military Affairs can continue to provide this advice if so requested by OTJAG.
- e. Clai services will be required at both the Area Commands and the two tajor Commands. Direct dealings with the U.S. Army Claims Service will continue.
- f. Legal assistance will be primarily an Active Army function performed at the Major Command level.
- 5. Recommendations. Recommend that the following disposition of FUSA SJA spaces and functions be performed:
- a. Transfer 5 spaces to the Area Command to provide it with a Staff Judge Advocate, a claims processing capability and the ability to provide legal review of such board proceedings which might arise.
- b. Transfer 20 spaces, ten each to the D&T Command and Force Command thereby providing these Major Commanders with that nucleus needed to accomplish the actions required of a legal advisor, the administration of Military Justice (to include GCM jurisdiction), performance of claims services and legal assistance activities.
- c. Consider elimination of one space whose current function it is to provide legal reference services at the CONUSA level.

NAME OF STAFF SECTION/OFFICE Staff Judge Advocate
DIVISION
BRANCH
SECTION

MAME OF INDIVIDUAL CONTACTED LTC J. Norton

# DATE OF INTERVIEW 17 April 1977

PHONE # 5572 FUNCTIONAL AREA(S) Judge Advocate Responsibilities

	8. Monthly Visitation Reports	7. Trial Observer Report on Appeal	6. Trial Observer Report	firmative Claims Report	4. Administrative Claims Report (DA Form 3)	3. Report of Legal Assistance	2. Report of Non-Judicial Punishment	1. Statistical Report of Criminal Activity & Offenses	(a) Title/Name of Report
	OSD-1025	OSD-1024	OSD-1023	JAG-42 (R1)	JAG-24 (R3)	JAG-7 (R3)	JAG-2	DO-¥(SA)	(b) _
	H	н	. н	H		<b>H</b>	H	H	la C
					(Hard copy)				(c)
(OVER)		In foreign country	In foreign country	At every claims AR 27-20 office	Wherever claim AR 27-20 is filed	Any office that has a legal assist- ance office	Staff JA of each GCM jurisdiction	Installation level by PM offices	(d) Origination
	AR 27-50	AR 27-50	AR 27-50	AR 27-20	AR 27-20	AR 608-50	AR 27-10	DA Ltr,AGDA (M)(9Apr 71) DCSPER-SARD 30 Jun 71; CONARC Reg 600-1	(e) Authority
	No	NO	NO	NO	NO	. No	NO	No	(f)
	NO	NO	NO .	NO	NO	No	NO	NO	(g)
	NO	NO	NO	NO	NO	NO	NO	E	(h) Change
		As required. None prepared i	Case by case. Nome prepare in 3 years.		8 4	No consolidation.	FUSA JAG prepares report for which it operates as GCM jurisdiction.	CG, FUSA can show which off are FUSA and non-j USA.	(1) Explanation

. /	ZNO	7. NONE	S. NONE		5. NONE		). NONE	3. NONE	2. NONE		1. NONE	Use	(i)
	YES	TES	TES	•	TES:		SEL	TES	YES		YES	Pwd	8
	NO	NO	NO		NO		NO	NO	NO		YES	Disposition Input Re	3
	NO	NO	NO		NO		NO	NO	NO	, , , , , , , , , , , , , , , , , , ,	NO	Retained	(n)
	TJAG DA	TJAG ,DA	TJAG "DA		TJAG, DA	Army Claims Service	U.S.	DA	DA		CONARC	Fwd to	(n)
	NONE	NONE	NONE		NONE		NONE	NONE	NONE		NONE	Rpts to Inst	(0)
	N/A	N/A	N/A		N/A		N/A	N/A	N/A		N/A	Initiated by	
	0	0	0		Negli		0	Negligi	1		Negli	Rqmt	
	0	0	0		gible		0	ble	1		gible Workload	Personnel Auth	(p)
	0	0	. 0				0	Workload	1		kload	Actual	
		None filed in past three years. 267	This report concerns trials in Foreign Courts. FUSA has responsibility for preparation of this report only in Greenland if such case might a ise.	preparation of this report only in Greenland if such case might arise.	This report concerns trials in Foreign	Army Claims Svc. Claims Svc. performs data processing service. U.S. Army Claims Svc. sends info to installation directly.	Tear off type form. Form sent to U.S.	Report goes to DA from Install ation GCM jurisdictions.	1 day workload to prepare.	reporting purely numbers. FUS: Marely consolidating.	Info gathered at installation level by	Remarks	(4)

(r)
CONARC Disposition
STAFF JUDGE ADVOCATE

1. The Office of the SAA COMMAC forwards report to High ATTH; JAULCE (The Office of the Judiciary in OTMA). This report to High ATTH; JAULCE (The Office of the Judiciary in OTMA). This report to High ATTH; JAULCE (The Office of the Judiciary in OTMA). The SAA AND THE SAA COMMAC does not use this report in may way.

5. NAA THE SAA COMMAC forwards report to High ATTH; JAULCE (The Office of the Judiciary in OTMA). The SAA AND THE SAA COMMAC does not use this report in may way.

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5. NAA THE SAA COMMAC forwards report to High ATTHIS JAULCE (The Office of the Judiciary in OTMA). This report to High ATTHIS JAULCE (The Office of the Judiciary in OTMA). This report to High ATTHIS JAULCE (The Office of the Judiciary in OTMA). This report to High ATTHIS JAULCE (The Office of the Judiciary in OTMA). This report to High ATTHIS JAULCE (The Office of the Judiciary in OTMA).

5. NAA THE SAA COMMAC SAA COMMAC AND THE SAA COMMAC SAA COMMAC AND THE SAA COMMAC AND THE SAA COMMAC SAA COM

### CONUSA ANALYSIS CHAPLAIN

- 1. CONUSA Findings. The FUSA Staff Chaplain is the principal advisor to the CONUSA CG and his staff on matters pertaining to religion, morality and character guidance. The Staff Chaplain supervises various aspects of the Reserve Chaplain program in the CONUSA area in addition to providing staff supervision of chaplain activities within the FUSA. This analysis summarizes CONUSA findings and recommends appropriate disposition of functions, spaces and reports with regard to chaplain activities and the reorganization concepts. The 7 military spaces and the 4 civilian spaces at FUSA Chaplain's Office have been reviewed during this analysis.
- a. The FUSA Staff Chaplain receives guidance and instructions from DA, CONARC and the CG of FUSA. With regard to the latter, the FUSA Staff Chaplain represents his commander at religious and civic functions. The Chaplain's Office is not organized on a divisional or branch basis but rather along primary duties assigned to Assistant Army Chaplains. It is apparent from the small size of the FUSA Chaplain's Office and the physical limitations imposed upon five professional clergymen that only negligible savings can be achieved during and subsequent to reorganization.
- b. The role of the Chaplain's Office with respect to Class I installations is primarily contained in the two reports required of each Chaplain's Office at the installation level. (These will be discussed in para 3 below). In addition to receiving reports dealing with chaplain resources/training and religious activities, the FUSA Chaplain assures that proper staff estimates and budgetary guidance are furnished the FUSA Comptroller, so that G 1000 Chaplain Activities funds are provided to chaplains at installation level. FUSA Chaplain monitors the Chaplain portion of the Cammand Welfare Fund (CWF) so that religious activities such as retreats and workshops will be conducted at the appropriate installations. The FUSA Chaplain's Office concerns itself with staff visits and speaking engagements at the installation level also.
- c. The CONUSA must and does deal with CONARC, but based on the results of this CONUSA survey it appears that CONARC Chaplain dealings with the FUSA Chaplain tenter almost exclusively around Reserve information and training. The two reports alluded to previously indicate that the FUSA Chaplain is required to furnish training information to CONARC.
- d. The FUSA Chaplain's Office deals with and does more for the Office of the Chief of Chaplains, DA than it does for the CONARC. The technical channels which operate between DA and the CONUSA are evident in the religious area just as they are in some of the other CONUSA Special Staff areas. Chaplain personnel management is a direct line between the DA and the CONUSA.
- 2. Validation of Installation Survey Findings. During the previous three installation surveys at Forts Lee, Knox and Bragg, Chaplain activities were found to be on an area service basis. FUSA Chaplain functions and activities are again found to be on an area basis which includes both Active Army and Reserve forces in the fifteen State FUSA area. There are no fundamental differences in the three organizational concepts as far as Chaplain performance is concerned.

### 3. Function/Report Evaluation.

- a. Eleven spaces for Chaplain functions are currently  ${\bf used}$  at FUSA.
- FUSA Staff Chaplain's duties have been essentially outlined in paragraph 1 above. Two spaces include the Chaplain and his Secretary.
- (2) The Deputy Staff Chaplain acts for the Staff Chaplain in his absence and also supervises special religious projects, chaplain assistants training, monitors the FUSA Chaplain manpower requirements and maintains personnel data on FUSA Chaplains. Further, he prepares Chaplain Activity notes and makes preparations for annual chaplain training conferences. He is also the coordinator of TDA requirements.
- (3) The Assistant Army Chaplain for Administration, Program and Budget and his administrative support of two enlisted spaces provide the necessary administration in the FUSA Chaplain's Office. This officer also provides input to FUSA DCSCOMPT for G1000 Chaplain Activities, monitors the Chaplain portion of Command Welfare Fund, reviews MCA program for construction of religious facilities and provides Review and Analysis consolidations for the CONUSA Staff Chaplain.
- (4) The Assistant Army Chaplain for Reserve Forces monitors the Reserve Forces Chaplain Program, and the Staff Specialist Program. His office also processes personnel actions for reservists not on active duty who may be seeking entrance in the AUS. A significant sub-function performed by this element involves the coordination of Reserve site support requirements for chaplains during summer periods of Reserve training. Additionally, this office formulates policy and directives for the FUSA Deputy CG for Reserve Affairs. The Assistant Army Chaplain for Reserve Forces and one other assigned chaplain trawel throughout the 15 State area. Based on analysis on site at FUSA it takes two chaplains a total of two years to visit each Reserve and ARNG unit. Four spaces are authorized within the Reserve Forces function.
- (5) The Director of Religious Education function involves one civilian space at the FUSA. The sub-functions within this office are four in number. Firstly, this civilian functions as a religious education consultant; secondly, he formulates religious education policies; third, he programs and directs religious education training programs (workshops, seminars, etc.) at 12 Class I FUSA installations; and lastly, monitors activities of Class I installation Directors of Religious Education. This particular positions exists at no other CONUSA.
- b. The analysis of the functions performed by the FUSA Chaplain's Office and the two reports described below reveal that the functions, spaces and reports should be transferred or eliminated as follows:
  - (1) Area Command
- (a) Two spaces. The FUSA Staff Chaplain and his administrative support. A Staff Chaplain will continue to be needed by the Area Commander; however, consideration should be given to converting the Deputy Staff Chaplain position (see (b) immediately below).
- (b) One space. The Deputy Chaplain FUSA. Instead of performing at a deputy level, this space might be better related to

the function appearing in the next paragraph.

- (c) Assistant Army Chaplain, Reserve Forces. Four spaces (two chaplains and two lay assistants) to provide area coverage and perform Reserve Forces missions assigned to the Area Commander.
  - (2) Force Command Not applicable.
  - (3) Doctrine and Training Command Not applicable.
- (4) Both Force Command and D&T Command:
  Three spaces from the Assistant Army Chaplain for Administration,
  Program and Budget. Since the functions from this element are
  appropriate to both D&T and Force Command, no attempt is made to
  split out 3 spaces between two Commands. Suffice it to say that
  similar functions from other CONUSA's should be transferred to both
  of the two new Commands.
- (5) Installation Negative space transfer but each installation should continue with religious education programs without guidance from the Force or D&T Command. Sufficient guidance is furnished by DA Chief of Chaplains through Chaplain technical channels.
  - (6) DA and Other Not applicable.
  - (7) Eliminate
- (a) One space designated Director of Religious Education. FUSA is only CONUS Army to have such a position.
  - (b) Following reports:

RCS	NAME	OFFICE	OR MANUAL
ATREL-1(R1)	Chaplain Resources and Training	Chaplain	Manual

### Remarks

Presently under consideration for elimination or possible modification. CONARC Reg 165-4 requires this report. Report is used for preparation of Reviews and Analysis, manpower surveys and general internal management.

RCS	NAME	OFFICE	OR MANUAL
CM-12(R1)	Religious Activities and Character Guidance	Chaplain	Manual

### Remarks

Decision made by Office, Chief of Chaplains, HQ DA which no longer requires report. AR 165-20 to be revised accordingly.

### 4. Conclusions.

- a. Staff Chaplain functions will be required at both Area Command level and D&T Command and Force Command.
- b. The Director of Religious Education position and space at FUSA exists at no other CONUSA and appears superfluous. This

function, if it is necessary, can be performed as an added duty by a commissioned chaplain at the two major commands. Presently assigned Directors of Religious Education at installation level do and can continue to function independently of intermediate command guidance.

- c. Although a deputy staff chaplain position may be of some significance at the CONUSA level, the space can be used more profitably by the Area Commander in the support of his Reserve Forces Chaplain programs.
- d. An additional chaplain added to the Reserve Forces activities will increase area coverage and reduce the time between chaplain visits to Reserve and ARNG units.
- e. Elimination of two quarterly recurring reports will provide the Assistant Army Chaplain for Administration, Program and Budget with more opportunities to provide administrative support to the Major Command Staff Chaplain.
- f. Recurring reports in the area of chaplain functions are not as effective as the "as required" form of reporting.
- 5. Recommendations. Recommend that the following disposition of FUSA Chaplain spaces and functions be accomplished contingent upon reorganization:
- a. Transfer 7 spaces to the Area Command thereby providing it with a Staff Chaplain capability, the Reserve Forces Chaplain coverage required and needed clerical support.
- b. Transfer 3 spaces to the Force and D&T Command level so that an Assistant Army Chaplain for Administration, Programs and Budget can continue to function after reorganization.
- c. Eliminate the position of Director of Religious Education at the intermediate command level and thereby conserve one space.

2. Religious Activities and Character Guidance Training Chaplain Resources and Title/Name of Report NAME OF STAFF SECTION/OFFICE Chaplain NAME OF INDIVIDUAL CONTACTED CH(LTC) C. DIVISION BRANCH SECTION ATREL-1 (R1) CH-12(R1) RCS 18 × M Bainbridge 12 Class I l2 Class I Installation (Chaplain's Installation (Chaplain's Office) Office) Origination 3 AR 165-20; CON Reg 165-20; FUSA Reg 165-3 165-4 Authority @ CONUSA  $\mathfrak{E}$ NO NO FUNCTIONAL AREA (S) PHONE # CONARC NO XES 8 DATE OF INTERVIEW 19 April 1972 6071 Change NO NO 3 Chaplain 2. forwarded to CONARC along with a summary consolidate page which is prepared by FUSA Chaplain, quantitive analysis of go FUSA consolidates report a Reg. CONARC Form 611-R Format contained in COVAR Report required by CONARC attainment. writes qualitative and Installation feeder report are not forwarded to CONAI Installation reports are Explanation 273

FUSA uses this report similarly to report listed above. Also assists in budget analysis.	ses in sent- sent- co CG, lefing t HQ, hapla hapla nin in in in in ining	Use .	CONUC
ES.	b TES	3	A Surve
- N	- <del>8</del>	(1) Disposition Input   Re	CONUSA Survey (cont)
NO	NO	(m) tion Retained	
COMARC (CONARC prepares CONUSA consolidations and forwards to DA.	CONABC	Fwd to	
N	₹	(o)	
N/A	N/A	Initiated by	
2 (Basic, indiv. above)	H 04	Rqmt	
2 ally the duals li	0 0 0	(p) Personne Auth	
2 isted.	rement ne Asst; and ',	l Actual	
aplains on Active dutincluded in this resiligious activities	1. Ft. Hamilton's sub-posts Ft. Hancock, F Wadsworth, Ft. Tilden, Ft Eustis sub- post, Ft. Story and Ft. Lee (Campe AP Hill and Pickett) and Ft. Meades sub- post Ft. Holabird. All these sub- installations provide feeder data to Chaplains at Installations. Report includes names of Chaplains as well; Includes Reserve Component Chaplains ca ACDUTRA during summer training.	(q) Remarks	

CHAPLAIN CONARC Disposition

and to determine how many Reserve chaplains have performed ACDUTRA/ANACDUTRA. Report is under consideration at CONARC for elimination or possible modification. Information copy of each CONUSA report is forwarded to DA although not required by HQ, DA. CONARC Staff Chaplain's Office uses this report for quarterly Review and Analysis information, preparations for manpower surveys

This report is not needed at CONARC. Additionally, AR 165-20 is now under revision and decision has been made by Office, Chief of Chaplains, DA that DA no longer requires this information.

ALARC!

## CONUSA ANALYSIS SUB-FUNCTIONAL AREA - SUPPLY

- 1. <u>CONUSA Findings</u>. Supply Division of DCSLOG CONUSA is responsible for management of the Sub-Home Office, CONARC Division, Army Stock Fund, other supply related budgeting and funding requirements, Property Disposal Activities, supply policies and procedures, Command Supply Discipline Program; and supervises and coordinates supply activities pertaining to the requisitioning, receipt, storage, allocation, issue, replacement, transfer and disposition of supplies and equipment for Active Army, Army Reserve and ROTC units/activities.
- a. Supply Division is the intermediate supply and supply management activity between subordinate Active Army and Reserve Component units and installations and higher headquarters at CONARC and DA. The division responds to direction and requirements from CONARC and DA. The division responds to direction and requirements from CONARC and tasks, assists, supports and supervises CONUSA subordinate elements. It also deals with AMC, DSA and SSA in resolving problem areas of mutual interest. CONUSA must frequently redistribute, or control the issue of material to subordinate elements when required support is not readily available.
- b. Installations and other subordinate activities are tasked to provide logistical estimates, budget and financial support data, supply effectiveness, supply constraints, equipment/item status, intensive management information and other management information which, when analyzed and assembled, provides management tools for CONUSA and input segments for reporting to higher headquarters. CONUSA provides guidance and direction to installations/activities in the form of plans, programs, budget guidance, directives, information letters, regulations and supplements to other regulations. The operational requirements of subordinate elements also cause positive support response by CONUSA functional elements.
- c. The Supply Division provides CONARC copies of plans, programs, budget and financial input and other data dealing with the entire spectrum of supply and commodity management. Copies of spot-check and periodic liaison and assistance reports are furnished as well.
- d. DA requirements, other than quick reaction requirements, are normally received through CONARC. CONARC then implements and provides guidance tailored to Army capabilities. Quick reaction requirements (e.g., during AOC-EOC operations) may be received directly from DA, acted upon and information passed to CONARC after the fact. This is, however, the exception rather than the rule.

### 2. Validation of Installation Survey Conclusions.

a. Based on the findings of the CONUSA survey, there are no recommended changes to the installation procedures outlined for type organizations I, II and III. In each case the organization is supported in the identical manner either before SAILS, or after SAILS. Before implementation of SAILS, command and funding channels are the same while both parent installation and subinstallation supply accounts deal independently with the wholesale

supply system, outside the chain of command. After implementation of SAILS, sub-installation supply accounts are capitalized into the parent installation Stock Fund and Supply account, become remote storage locations and lose individual management visibility. Command and funding continue to track together.

b. N/A - For reasons stated above.

### 3. Sub-Function/Report Evaluation.

a. There are 54 sub-functions of supply (1A Memo 10-1), 21 reports (reports forms at Inclosure 1), and 76 authorized personnel, organized as follows:

(1)	Office of the Chief	1 Off	5 Civ
(2)	Operations Branch	2 Off	22 Civ
(3)	Commodity Branch	1 Off	36 Civ
(4)	Management Branch	0 off	<u>9</u> Civ
		4	72

b. Available authorized personnel spaces, management functions to be performed, and reports associated with the subfunction are displayed in the following categories:

### (1) Area Command.

### (a) Spaces Retained.

8 civilian spaces are retained from the Reserve Distribution Section, Commodity Branch, Supply Division.

13 civilian spaces are retained from the Reserve Components Plans and Operations Section, Operations Branch, Supply Division.

21 sub-total.

### (b) Functions.

- 1. Staff responsibility for supply management, policy, procedures and dissemination of technical guidance to USAR/ROTC.
- 2. Prepare and staff the supply portion of mobilization, contingency and other plans and exercises to include developing supply requirements for USAR.
- $\underline{\mathbf{3}}$ . Review inspection reports of USAR/ROTC supply operations and take necessary action.
  - 4. Manages equipment status report system IAW AR 711-5.
- Staff supervision and the conduct of supply liaison visits to MUSARC's, Area Supply Offices, USAR and ROTC activities.

- 6. Monitors and coordinates supply activities pertaining to the requisitioning, receipt, storage, allocation, issue, replacement, transfer and disposition of supplies and equipment for USAR and ROTC units/activities.
- 7. Recommends establishment of and monitors operation of equipment pools in support of Annual Training (AT).
- 8. Supervises and controls the prepositioning of supplies and equipment as specified in AR 135-447. Attends pre-camp conferences and visits training sites during AT to evaluate performance in the issue and utilization of supplies and equipment. Maintains continuing liaison with MUSARC's and USP&FO's to assure adequacy of support for AT. Directors corrective action as required.
- (c) Reports. Four Area Command reports are at items 1, 2, 18, 19, Inclosure 1.
  - (2) Force Command: Not applicable.
  - (3) D&T Command: Not applicable.
  - (4) Both Force Command and D&T Command.
- (a) <u>Spaces</u>. Fifty-one civilian and military authorized CONUSA spaces are available to be divided between the two commands.
- (b) <u>Functions</u>. Supply Management, Supply Operations, and Stock Fund Home Office Management (Annex C) apply to both commands (IA Memo 10-1).
- (c) Reports. All reports, except three, at Inclosure 1, are applicable to Force Command and D&T Command. Two of the three (items 18 and 19, Inclosure 1 USAR equipment redistribution) are applicable to Force Command. The third report is applicable to neither command, but is reported directly from installation to Munitions Command, and must be retained:
  - RCS AMC 193 Guided Missile and Lrg Rocket Ammo Issues, Receipt and Expenditure Report.
  - (5) Installation.
- (a) Spaces: Four authorized civilian spaces are available for installation R&U supply from the Commodity Branch, Supply Division, CONUSA.
- (b) <u>Functions</u>: To operate Installation R&U Supply Account. (Reason to increase utilization.)
  - c. Reports. None.
  - (6) DA and Other. None.
  - (7) Eliminate. None

c. No information flow problems were encountered. However, it must be recognized that management information provided through the requirements of CONARC unique directives (e.g., CON Reg 700-1, 700-11, CON Pam 700-1) should be perpetuated by each of the major commands where applicable. This management information serves a multiplicity of purposes and satisfies many requirements established by higher and lateral headquarters.

d. Not applicable.

### 4. Conclusions.

- a. <u>Functions</u>. The Supply sub-function is applicable to both Force and D&T Commands. Of the 54 Supply sub-functions, outlined in 1A Memo 10-1 (30 Aug 71), eight are specifically applicable to USAR/ROTC and therefore must be addressed by both Area Commands and Force Command, but not by D&T Command. One, R&U Supply, should be transferred to installation management in order to improve operations and utilization.
- b. <u>Spaces</u>. Of the 76 personnel spaces authorized to supply in CONUSA, 21 are retained for the USAR/ROTC supply functions at Area Command, 51 are available for application to the supply subfunction at Force Command and D&T Command, and four spaces for R&U supply should be applied to installation requirements.
- c. Reports. There are currently 21 recurring reports, all of which are required. Of these, 18 apply to Force and D&T Commands, two apply to Force Command, and one applies to neither, going direct from installation to an element of AMC.
- d. <u>Information Flow</u>. While there are no current information flow problems, certain management information applicable to the new commands is derived from unique CONARC directives which should be examined to determine what management information is applicable and that it is made available.

### 5. Recommendations.

- a. Functions. The 54 sub-functions of supply should be assigned as follows:
  - 1 Installation
  - 8 Area Command (supervised by Force Command)
  - 45 Force and D&T Commands
- b. Spaces. The 76 authorized CONUSA spaces available for reallocation should be distributed as follows:
  - 4 Installation
  - 21 Area Command
  - 51 Force and D&T Commands

- c. Reports. Twenty-one current reports should be required as follows:
  - 1 Installation
  - 2 Force Command
  - 18 D&T and Force Commands
- d. <u>Information Flow</u>. Attention should be given to management information obtained as a result of CONARC unique directives to insure the same information will be available to the new major commands.

NAME OF STAFF SECTION/OFFICE DCSLOG
BRANCH OPERATIONS
SECTION PLANS FUNCTIONAL AREA (S)\_ DATE OF INTERVIEW 20 April 1972 Equipal

			Detail Card (Including substitute RIMC)	Equipment Status Report Item				ment Status Report Reportin  A. Aty Control Card - Unit	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED
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			Gh/Sh		i i i			G4/S4	(d) Origination	
		69; 1A Suppl Dec 69. W/ch	Dec 67, w/ch CON Suppl 1	AR 711-5,	69; IA Suppl bec 69, w/chl	COM Suppl 1	w/changes;	AR 711-5,	(e) Authority	
				NO				NO	(f) CONUSA	
				NO				No	(g) CONARC	PHONE # 2015
				OM				OM	(h) Change	
28	1	and process reports.		f. DA Requirement UP AR 711-	utilization of unused card collocally.	AR 711-5 monthly/quarterly.  h. No. However, except for	g. Required under provisions	f. Required under provisions	(1) Explanation	

CONUSA Survey (cont)

CONARC Disposition

- RCS AMC 123 Input received from CONUSA is edited, corrected, consolidated and forwarded to USAMIDA quarterly. The monthly report is used to update the CONARC data bank, but is not forwarded to USAMIDA. These data are used at HQCONARC to determine equipment assets authorized and on hand, both by UIC and LIN.
- RCS AMC 124 Same as RCS AMC 123.

OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON DC MA--ETC F/6 15/5 FUNCTIONAL STUDY OF CONUSA MANAGEMENT CONUSA ANALYSIS.(U) MAY 72 AD-A047 035 UNCLASSIFIED NL 4 of 9 AD A047035

NAME OF STAFF SECTION/OFFICE DOSIGG

BY IS ION SUPPLY

BRANCH OPERATIONS

SECTION BOLICY & PROCEDURES, ACTIVE ARMY

SUPPLY
FUNCTIONAL AREA(S) FOLICY & PROCEDURES
ACTIVE ARMY DATE OF INTERVIEW 20 Rpul 72

PHONE #

MANE OF INDIVIDUAL CONTACTED ING. I. A. POWELL, JR

US CONARC Supply Support Refrectiveness	Tire Retreading Storage Space Utilization & Occupancy Report	BASOPS Operational Status Report	(a) Title/Name of Report
ATLOG-74 (R-2)	R-1 R-1 CSOLD 1339	OC Star	(b)
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CABI	133		18
	dio & P&C	ОЗДК	(d) Origination
Con Reg 700-1	AR 750-36 DAE IAT 5 Aug 1970 AR 740-1	Ltr Hq CONARC ATIS HPO 2h Jan 72	(e) Authority
; <b>ŏ</b>	8 8	* * * * *	(f) CONUSA
153	No Co	<b>1</b>	(g) CONARC
NO	8 8	8	(h) Change
Con Reg 700-1 CONARC REGIREMENT	AR 750-36 DA-ANC REQUIREMENT AR 740-1 DA REQUIREMENT 284	Hq. CONARG REQUIREMENT	(1) Explanation
	ply Support ATLOG-74 X X MO Con Reg NO YES NO (R-2) (Que,) CAGA	AMC 154- X  R-1  CSGLD  X  I  I  I  I  I  I  I  I  I  I  I  I	ional afb30 I MISO Ltr Hq OCMARC COMARC COMARC Afris Hro 24 Jan 72  AMC 15h- I DIO & P&C AR 750-36 NO MARC REQUIREMENT  Thilisation CSGLD I I DIO AR 740-1 NO HO NO AR 740-1 DA REQUIREMENT  ALICG-74 I I DIO Con Reg NO TES NO COMARC REQUIREMENT  (R-2) CAAS NO TES NO COMARC REQUIREMENT  CAAS NO TES NO COMARC REQUIREMENT

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		P	1	F	<b>F</b>	Actual		
		285			Consolidated report with imput from Supply, FAO & Pers.	Remarks	(b)	

### CONARC Disposition

- 1. RCS ATDS 30 Within DCSLOG, analyze for system effectiveness and publish guidance within area of interest to CONUSA. Management Informations Systems Office (MISO) is the CONARC proponent.
- 2. RCS AMC 154 Not applicable.
  R-1
- RCS GSID Not applicable.
   1339
- ATLOG 74 DCSLOG Supply/Services Division consolidates CONUSA Reports, analyzes sections A and B and con

NAME OF STAFF SECTION/OFFICE DCSLOG

DIVISION\_SUPPLY

BRANCH\_COMMODITY

SECTION Acft, Vehs & Wons

DATE OF INTERVIEW 20 Apr 72

SUPPLY FUNCTIONAL AREA(S)\_Aircraft

inagement Items requirements	(a) Title/Name of Report	HAME OF INDIVIDUAL CONTACTED Mr. Joseph J. Hajewski
ATLOG 293	(b)	TACTED Mr.
×	<u>∍</u> (c	Joseph J
		Hajews
Office	(d) Origination	ikt
CON Reg 700-1 1 Oct 66, w/chges	(e) Authority	
8	(£)	Ħ
<b>~</b>	(g)	PHONE # 2869/3002
H o	(h) Change	/3002
col F - All CONUSA's are required to submit the report to CONARC.  Col G - Data furnished is used as a basis in establishing negotiated levels with the NICP.  Col H - CONUSA CG does not have the authority to change the report. However, reporting procedures permit the submission of recommendations for additional items etc.	(1) Explanation	

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(r) CONARC Disposition

1. RCS ATLOG 293 - Aircraft Intensive Management Items (AIMI) requirements submitted by each installation are consolidated at .Missouri, and each AIM Item is negotiated individually on a world-wide competitive basis. At completion of negotiations, results are transmitted to each installation listing the authorized stockage and requisitioning CONARC by FSN. The CONARC total requirement for each AIMI item is then handcarried to USAAVSCOM, St. Louis, level for each installation for the subsequent quarter.

### REPORTS COLLECTION FORM CONUSA SURVEY

NAME OF STAFF SECTION/OFFICE DUSLOU DIVISION Supply BRANCH Commodity Section Acft, Vehs & Spns

PHONE # 2869/3002

FUNCTIONAL AREA (S)

Supply - Aircraft

DATE OF INTERVIEW 20 Apr 72

Parts (NORS) Title/Name of Report NAME OF INDIVIDUAL CONTACTEDY: Joseph J. Eajewski АНАВД-32 RCS \_ M Consol Prop Origination 3 is currently being staffe coordinated 1A Cir 310-3 29 July 71). The publi-cation has First US Arm
Oir 725-1,
14 Apr 70, been updated rewritten an Extended to 4 Apr 72 by to the command. publication prior to Authority Ē CONUSA YES CONARC 10 Yes, since ponent of the repor the pro-Change 3 OI G - The report is primarily used on the local command level. craft or Tates. presented to the Army conjunction with data Commander regarding Airand rpt used solely in OL F - 1A is proponent Explanation E 290

	as appropriate.	other COMUSA's	canvassing all possible source	assemblies etc	or improving delivery dates.	obtaining re-	to render supply	The report is	Use	(0)	CUNUS
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	291		inox and Heade.	ol D - Submitted by Forts Dix, Bustis,	Operational Readiness rate at the acceptable standard.	time is utilized in this area toward achieving and maintaining aircraft	inventory innagement Specialist. It	Col P - Mission accomplished in	Remarks	(2)	

CONUSA Survey (cont)

(r) CONARC Disposition

1. RCS AHABD - 32 - Not applicable.

NAME OF STAFF SECTION/OFFICE DOSLOG
DIVISION Supply
BRANCH Commodity
SECTION Sp. bns.

Armo Section

DATE OF INTERVIEW 18 Apr 72

PHONE # 3359/7516

FUNCTIONAL AREA(S) Amno Insp (Surv) and Supply

oject Code Y3S for AMD Depot orage	sues, Receipt and Expendi- re-eport	NAME OF INDIVIDUAL CONTACTED JOYN R.  (a)  (b)  Title/Name of Report RCS
None	AIC 193	(b)
		M R. MICKIAS  (c)
X Comp Print- out	X Punch cards (print- out back to inst1)	c)
DIO (instls)	o # 0 # 1	(d) Origination
COMAC Pamp 700-1	AR 742-10	(e)
Yes	Мо	(f)
ĕ	No	PHONE # 33  CONARC
No.	Yes	3359/7516 (h) Change
Report is consolidated from rqns added and/or cancelled eacmonth for AMC depot storage for all STRAF units based on activations/deployments. Report is monitored at CONARC and fyded to AMC.	Inspectors (1A) have authority to change report input by inspection of items.	(4) Explanation

Leport 15 mont- ored against bas load (COMANG com 11,28) approv it FASCO!! and orldwide Arms load to maintain a complete and "ate account quisitions contain."	Jsed by First Ar Inspectors to assume that ALLINCO: Air Def Missiles are maintained in a status ispection procedures.	Use	(3)	CONU
The state of the s	(Fwded) by 14 Insp in the field to HICK	Fwd	(k)	CONUSA Survey
As a	11.	Disposition Input   Re	(1)	y (cont)
р	No (Retained (info) at (Resupport Arel Orighted to MICOM	ltion Retained	(B)	
CONTROCT	d MICCI (Redston Ars)	Fwd to	(n)	
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CONUSA n Unit inst] level	s conusa Support Level by 1A Ammo Insps.	Initiated by	)	
	v	Rqmt		
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u .	<b>\9</b> .	Actual		
Printont involves approx 900 line items of aumo to be monitored against approved basi load computation sheets (CCHARC Form 149R) and actual requisitions submitted and caucelled by all STRAF Units (approx 50) and units involved in a contingency plan within 14. Based on activation/deployment length of repart fluctuates.  24	The report furnishes information for msl stock on hand. Used to update records and facilitate preparation of supply control studies. Data includes location, lot or sprial number, condition code based on inspection. Provides DA overall guided missile and rocket world position.	Remarks	(4)	

CONUSA Survey (cont)

(r) CONARC Disposition

RCS AMC 193 - Not applicable.

Project Code YRS - CONARC receives an information copy (P&O Division, ODCSLOC)

NAME OF STAFF SECTION/OFFICE DISTORT DIVISION Supply BRANCH Sormodity

DATE OF INTERVIEW

FUNCTIONAL AREA(S) Armo Insp(Stur) and Supply

PHONE # 3359/7516

	0	tock Stabus Report Chemical unifions and bulk chemical gents (classified CONFIDERTIAL)	ride Armunitition Require- and Assets Report	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED
		CEFORII (Qurly)	OSHD 322(RL) Part 1 (Montinly) and Part II Quarterly	(b) RCS	TACTED
*		*	द	[B	
			X Compute brintout	(c)	
		First US Army and instl/ activity amno supply	Pirst US Army and insti/ actvy and supply	(d) Origination	
	CTUSACHE msg CTUSACHE msg CL2000Z Dec 71		AR 700-22; Con Suppl 1 to AR 700- 22 and 1A Suppl 1 to AR 700-22	(e) Authority	
		ю	No	(f) CONUSA	P
Ž-		. 8	NO MARKET AND THE MAR	(g) CONARC	PHONE # 3355
		123	YES	(h) Change	3359/7516
	2:	Report is edited and consolidated before retransmittal to CONARC.	Report is edited and consolidated before retrunsmittal to COMARC	(1) Explanation	

### (r) CONARC Disposition

- 1. RCS CSGID 1322 Received monthly (Part I) and quarterly (Part II). This is consolidated, used as a management tool and forwarded to MUCOM (AMC) quarterly.
- RCS CSFOR 111 Reported by installation to MUCOM. CONARC received an information copy.

NAME OF STAFF SECTION/OFFICE DCSLCC

DIVISION Supply

BRANCH Commodity

SECTION Sp bons & Amountain Section

HAME OF INDIVIDUAL CONTACTED JOHN R. NICKIAS

DATE OF INTERVIEW 20 Apr 72

FUNCTIONAL AREA(S) Armo Insp(Surv) and Supply

PHONE # 3359/7516

0	alfunctions Involving Anno and explosives	unitions Surveillance Report		unition Condition Report	(a) (b) Title/Name of Report RC
	AHC-132	None		CSGLD 1202	(b)
	H	H	•	×	(C)
					18
	Anno Insp Ofc at Instl level (Insp belong to 1A)	Installation level by 1A Ammo Insp.	Level (Inspectors belong to 1A)	Ammo Inspector Office/Instl	(d) Origination
	AR 75-1	SB 742-1	•	TM 38-750	(e) Authority
	ĕ	No		No	(f) CONUSA
	М	No	•	No	(g)
	Yes	Yes		Yes	(h) Change
	Authority to change only after review for correction. Add recommendations and instruction are provided by CONUSA responsifor surveillance 1A program.	Inspectors (1A have authority to charge input by inspection standards)	recommendations and instr are provided by CONUSA responsible for surv 1A progra-	Auth to change only after review for correction. Add	(1) Explanation

Sefety statistics instructions and inspections for dispections for dispections in a final the sof malf and in instituting the sof mattery action toward prev of similar malf. Enforcing mandator regulations.	Used by IA insp to assume that chemical munition items are serv by insp standards.	Londtor unservizard armo within the ermy area. Con the sy and assure arrect storage, andling and safet g disposition	Use	(i)	CONUS
yes	Yes	yes	Pvd	(x)	Surve
8	no	70 •	Input Re	3	CONUSA Survey (cont)
To (info cy retained)	no(original fwded/info retained)	nc (info cy retaine	Retained	(H)	
Thru COMME t PSA, MUCC NID.	1 Armo Proc & Supply Agency (Arsa)	Approp  Approp  Approp  Cor type  of armo  (MUCON)  Conv)  (MUCON)  Missile)	Fwd to	(n)	
Malfunctions o involving i, ammo and explosives (ALD-132)	Munitions Surv Rept	Ammo Conditich Rept/CS GLD II 1202	Rpts to Inst	(0)	
, CCRUSA Insti Level (By IA Ammo Insps)	Installation level by lA Armo Insp	n CCNSA Installation hevel (By 12 Armo Insps)	l m	_	
ω	9	· w	Rqmt		
w	. 9	w	Auth	<b>6</b>	
w	9	w.	Actual		
This report provides for reporting malf involving ammo including missiles, chemic biological and muclear. It is imperative for determining cause and for instituting timely action toward prevention of similar malfunctions. It is applicable to everyoutwolved in firing, testing, handling, transporting, storing, medifying, reworld and items (including insure and urgent items) issued to troops for training and/combat.	The report is the results of surveillance function test involving firing and testing of item representing lots in the field an evaluating the serviceability and reliability of aumo in meeting USAN remts	Inis report is the request for disposition instructions for disposal of dangerous or otherwise unserviceable ammo resulting from alfunctions, inspections, inadequate storage, handling and use. The inspector determines whether local disposal is appropriate or whether depot shipment for disposal or renovation is applicable, also the inspect determines if local renovation can be performed.	Remarks	(4)	

(r) CONARC Disposition

- Middle orthographic
- . NONE Not applicable.

RCS CSGLD 1202 - Not applicable.

3. RCS AMC 132 - CONARC is information only.

NAME OF STAFF SECTION/OFFICE DOSLOG
DIVISION Supply
BRANCH Controll by
SECTION Ingr-23 Supply

NAME OF INDIVIDUAL CONTACTED In Meson

Supply
FUNCTIONAL AREA(S) DOD DOG PROGRAL/RIGG-1 Redistrib DATE OF INTERVIEW 20 Apr 72

PHONE # 2143

ucc-1 Redistribution		Dog Program	(a) Title/Name of Report
\тос-344; (:Ді:)		1595	(b)
ж		×	(B)
			100
Ardáns-old		Mo-Supply	(d) Origination
CO:1 123 700-1		AR 700-81 COH Suppl 1 to AR 700-81 Otrly First US Army msg	(e) Authority
110		<b>6</b>	(£)
Yes		110	(g) CONARC
Ą		, 8	(h) Change
RICC-1 excesses in A or B condition for redistribution to CO:USA Installations	302	See "Remarks" column (q)	(i) Explanation

į.

ï ,

	0 :	
.edi.strlbutio	Inventory	(J) Use
Yes	Yes	(k)
Yes	Yes	CONUSA Survey (cont)  (k) (1)  Disposition  Fwd Input Re
ĕ	ë	(m) tion Retained
Θ.IARC	usaino. St Louin	(n)
MCC-1 Excess leports	JUD Dog Program (RCS-1595)	(o)
COLLATO	Don log Cen, San Antonio Air Lateriel Aren, Kelly AFB, Texas	Initiated by
<b>v</b>	P	Rqmt
v	Р	(p) Personnel Auth
ч	ь	1 Actual
Personnel are anth as Inv Management Spec. AICC-1 reporting and redistribution is a major part of these jobs.	This report is based on information obtain from installations and reported to CCCARC massage form. Currently only one dog is o hand to be reported. Time spent on this report is minor.	(q) Remarks

CONUSA Survey (cont)

(r)
CONARC Disposition

- RCS 1595 Used by CONARC for management purposes. Forwarded to USAMECOM (AMC) on a quarterly basis.
- RCS ATLOG 344 CONARC directs redistribution of CONUS RICCI excesses or notifies CONUSA to report the excess to AMC for

NAME OF STAFF SECTION/OFFICE DOSLOG

BRANCH Commodity

SECTION Reserve Distribution

DATE OF INTERVIEW 20 Apr 72

FUNCTIONAL AREA(S) SUPPLY - USAP, Equipment

	0	MAR/AR	moded.		
		SAR/ARNG Equipment Requirement sport, laa Form 514	of USAR Excess RICC-1 PETA	(a) Title/Name of Report	HAME OF IND
			RCC-1 PEA	f Report	MAME OF INDIVIDUAL CONTACTED
		Exempt Subpara 39a, AR 335-	A Exampt Subpara 39a, AR 335- 15	RCS	
		H		<u> </u>	Mr. Diehl
			X (Punch Card)	2	1
1	:	Troop units	MO, CL I Inst	(d) Origination	
		CON Reg	ON Reg 700-1	(e) Authority	
		85	8	(£) CONUSA	P
		80	NO.	(g.) CONARC	PHONE #
		<b>X</b> 6	ON	(h) Change	111k
		Used by all CONUSA. Design and alteration as desired by each CONUSA	Used by all CONUSA, specified by CONARC	(1) Explanation	
	305	Design	Format	)n	

.....

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	0	To report equipment requirements for AT.	Identify excess by type and cty for application to fill rements of Reserve Component Org.	Use	G	CONUS
		.₹	YES	Pwd	3	CONUSA Survey (cont)
		8	М	Disposition Input Re	3	(cont)
		NO	10	Retained	(B)	
		Unit,MUS ARC & Training Site con cerned	DA CORC VIA COMARC	Fwd to	(n)	
-	-	Unit, MUS- USAR/ARNG ARC & Equipment Training Requirement Site con-Report, RCS cerned Exempt.	Army Reserve Excess Rpt, No RCS	Rpts to Inst	(0)	
		Direction of CONARC	DA CORC	Initiated by	)	
	•	7 Administ report i It is re function	Processing is not the sole duty.	Rqmt		
		7 7 7 7 7 7 7 7 7 14 14 15 15 15 15 15 15 15 15 15 15 15 15 15	- 587	Auth	(4)	
		7 7 7 2 7 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	1 of the report incumbent's	Actual		
	306	This is a special report tabulation the type and quantity of TOE type & quantity of TOE type & quantity of TOE type items which is essential for AT, but not possessed by requiring unit. It also advises confirmation of requirement by DOSEF and fill level by MUSARG, AT site or OCHUSA.	Naximize utilization of excess RICC-1 by Reserve Component units.	Remarks	(9)	

5

(r) CONARC Disposition

RCS ARE - Reserve Component RICC-1 items reported to other CONUSA are redistributed IAW DAMPL priorities by the CONUSA

RCS IAA Form 514 - Not applicable. reporting the excess. Unclaimed excess is reported through CONARC to CORC (OCAR) and redistributed to ARNG/ USAR units recommended or authority granted to release equipment to NICP/ACMA as a CONARC excess.

NAME OF STAFF SECTION/OFFICE DONAGE
DIVISION Supply
BRANCH To modity
SECTION Seneral Supply DOLLOG

DATE OF INTERVIEW 20 Apr 72

SUPPLY
FUNCTIONAL AREA(S) OTHY POL REPORT/RADIOISOTOPE IN
LEAK TEST REPORT

terly Petrolewn Products as and Program Reeder Report Report Ladioisotope Inventory and Leak Test Report	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED in Lockand
DD-181 (Q)501	(b)	WIACTED IT
×	[B]	Lockard
(Card)	18	1
DIO  RFO at all DA agencies located in geographical area of First US Aray	(d) Origination	
AR 703-1 AR 725-1 AR 725-1 ON Reg 700-63 11/ Thrst US Linay Suppl	(e) Authority	*.
Yes	(f) CONUSA	PI.
Yes	(g) CONARC	PHONE # 7363
ĕ	(h) Change	
Required by Def Sup Agency Manual (DSAM) for consolidating of data for all mil sycs and report to DOD.  68  COMUSA submit punch cards on changes to the report monthly and completing to COMARC each 6 months	(1) Explanation	

		-			- 1	-
(I)	Use .	Tone	0		control addoctive sources within First US Army	
(k) (1)	Pwd	Consol and fyd to	USAPC		To CONTAINC as indicin colu	
(1)	Disposition Input   Re	Tac			Yes	
(B)	Retained	To .			A copy of print-out is retaine	
(n)	Fwd to	JS Arny letroleum Center,	Cameron		00]IARG	
(0)	Rpts to Inst	110			<del>б</del>	v
Š	Initiated by	Class I's			Do's at all DA agencies Fighin First US Army	
	Rgmt					
( <del>g</del> )	Personnel Auth	1 (parti	_		2 (perti	
	1 Actual	1 1 duty)			2 1 duty,)	
(b)	Remarks	Report provides information to be used in preparing basic delivery and consumption data for POL current and future programs.	Freeder reports are received from Class I's and consolidated at COIUSA levels. Report includes all fuels which are received, consumed, stored, sold or transferred and inventory on hand or in transit. Quantities shown on report are reported in barrals (42 gallons) and dollars.	309	This report controls the radioactive source within First US Army and reports changes in leak test data, changes to unit or activity having custody of sources; reflects changes due to disposal actions, or any changes the rould reflect a change in the inventory.	

CONUSA Survey (cont)

(r) CONARC Disposition

. RCS DD-I&L (Q) 504 - Not applicable.

### CONUSA ANALYSIS TRANSPORTATION

### 1. CONUSA Findings.

- a. The role of the CONUSA performed by the transportation branch is that of supervising transportation services, including administrative vehicles, rail and watercraft services. This is accomplished with 17 personnel currently assigned to the Transportation Branch. The CONUSA provides "operational" actions for accompanied dependent travel, convoy clearance and administrative transport management surveys. The units on an installation submit their convoy clearance requests direct to the CONUSA for action. The passenger section issues travel authorization and port calls for unaccompanied dependents. An annual administrative transport management survey is conducted at each Class I installation by the Transportation Branch.
- b. The FUSA required (12) reports from the installation for review and consolidation and submission to CONARC, DA or GSA. The FUSA conducts inspections (staff visits) of the transportation office on an annual basis and provides policy interpretation and technical guidance for movement of military freight, personal property and passengers. A technical review of all commercial transportation licenses issued by an installation is performed by FUSA. Staff visits to installations are conducted to review cost and performance data of rail operations and to establish requirements and to make recommendations on vehicle allocations.
- c. The FUSA conducts an Administrative Transport Management Survey at each Class I installations for CONARC (CON Reg 55-6). The FUSA also consolidate reports and reacts to CONARC requirements.
- d. The FUSA does not have a direct contact (except occassional telephonic requests) with DA. Six reports are passed through CONARC to DA.

### 2. Validation of Installation Survey Conclusions.

Based on the CONUSA findings there is no need to change the recommended procedures. The functions performed at the installation are done on an area basis with the FUSA overseeing the installation operations. The recommended procedures will function in organizational concept I, II or III.

### 3. Function/Report Evaluation.

a. The FUSA spaces authorized are--

Officers 2 Civ 17 EM 1 Total 20

Attached is a list of 12 reports associated with this function (Inclosure 1). This list also describes the disposition of the reports by CONARC.

- b. Personnel spaces and management functions to be performed are discussed in the following categories;
- (1) Area Command. Two individuals should be authorized and assigned in each Area Command with two report submissions required. The automated CONARC Movement Planning and Status System (COMPASS) (ATLOG-165 reports) currently does not contain USAR units. It should. This individual would handle the COMPASS input and also manually develop the Reserve Component Unit Movement Data (ATLOG-323) for the Area Command. This individual may handle local convoy clearnaces and movement requests for Reserve Components.
  - (2) Force Command. N/A
  - (3) D&T Command. N/A
- (4) Both Force Command and D&T Command. This will require 9 personnel spaces, process 11 reports, and perform the following functions: Each command must process unaccompanied dependent travel, approve convoy clearances and conduct Administrative Transport Management Surveys. As the result of the survey, management action can be taken to determine requirements, allocations, dispositions and distribution of administrative vehicles and rail operations. This staff section would also provide staff supervision, policy interpretation and technical guidance for movement of military freight, personal property and passengers and unit movements. This office would prepare movement instructions for the logistics portion of plans and directives of the major command headquarters and monitor the following plans:
  - (a) Possible disruption of Maritime Service Plan.
  - (b) Common use Military Owned Vehicle Plan.
  - (c) Emergency Highway Traffic Regulation Plan.

This section would provide transportation representation to the Emergency Operations Center, whenever activated. The traffic engineering needs of the installations would be received and approved as would technical review of administrative support equipment authorized by TDA, MTDA, TOE and MTOE. The reports associated with the transportation functions are:

RCS	NAME	OFFICE	AUTOMATED OR MANUAL
ATLOG-165	CONARC Movement Planning and Status System (COMPASS)	DCSLOG	Automated
CSGLD-1442	Accident Involving Commercial Ship of Explosives and Dangerous Material	DCSLOG	Manua 1
ATLOG-328 (R1)	Traffic Activity Report	DCSLOG	Manua 1

AMC-137	Report of Packaging and Handling Deficiencies	DCSLOG	Manua I
GSA-1024	Motor Vehicle Survey	DCSLOG	Manua 1
CSGLD-1314	Report of Marine Casualities	DCSLOG	Manua 1
CSGLD-1404	Admin Motor Service Cost and Performances	DCSLOG	Manua1
CSGLD-1049 (R)	Equipment Transfer Record	DCS LOG	Automated
*CSGLD-1232	Motor Vehicle Inventory Command Inventory Status	DCSLOG	Automated
CSGLD-1577	Annual Commercial Design Vehicle Requirements Review	DCSLOG	Manua I
*ATLOG-269 (R1)	Administrative Use Vehicle Density	DCSLOG	Automated

\*Consideration should be given to combining the CSGID-1232 and the ATLOG-269(R1) reports. Both reports involve "inventory status"/ "vehicle density." The input provided can be consolidated and fit the need of both reports.

- (5) Installation. (None)
- (6) DA and Other. (None)
- (7) Eliminate. The personnel and functional requirements are not cut back, however, vehicle density/inventory reports may permit one report to be eliminated if the input was consolidated and provided as described above.

### 4. Conclusions.

- a. The Area Command will require two staff officers to assist in movement planning and movement data for the Reserve Components of the area. This office could also handle local convoy clearances and movement requests of Reserve Components. One report will be handled by the Area Command.
- b. Each major command will require 9 personnel to handle transportation services to be performed at this level, i.e., unaccompanied dependent travel, convoy clearances, installation surveys. Staff functions, such as planning, guidance and policy actions will likewise be required of these two headquarters. Eleven reports will be required to be submitted to the D&T and Force Command headquarters, with six being sent on to DA.
- c. Transportation services will be provided on an area basis by the installation with no change to current operations.

### 5. Recommendations.

- a. That the Area Command, D&T Command and Force Command headquarters be provided transportation staff capability as described above.
- That installation and DA transportation functions remain unchanged.

NAME OF STAFF SECTION/OFFICE DCSLOG, Traffic/Transport Section
DIVISION DCSLOG Services Division
BRANCH Transportation
SECTION

FUNCTIONAL AREA(S)

DATE OF INTERVIEW 20 April 72

MANY OF INDIVIDUAL CONTACTED CPT O'Shea/Mr. Russell

PHONE # 677-4507

HAME OF INDIVIDUAL CONTACTED CFT O SHEAT NI KUSSETT	ACTED OF L	O Stie	A . TIME	TASSETT			DON'S A CO.		
(E)	50	<b>a</b> (c)	-	(d) Origination	(e)	CONJUSA CONJUSA	(&)	Change	(1) Explanation
The Total Assessment of the Land	-	ľ	-						
. CONARC Movement Plan-	ATLOG-		×	ITO	CON Pam	NO	YES	NO	
ning and Status System (COMPASS)	165(*)				CON Reg	-			
(00)=1000)					350-1 Anney I				
2. Reserve Component Unit Movement Data	ATLOG- 323	×		Reserve Unit	CONARC MOB PLAN/ 1A SUPPL	NO	YES	YES	Corrections are posted
					135-300				14
3. Accident involving commercial ship of Explos ves & Dang. Materials	CSGLD- 1442	· ×		ITO	AR 385- 14	NO	NO.	8	3
4. Traffic Activity Re-	ATLOG- 328(R1)	×	_	ITO	CON REG 55-5	NO	YES	NO	
<ol><li>Report of Packaging and Handling Deficiencies</li></ol>	AMC- 137	· ×	:	CONSIGNEE	AR 700- 58	NO	NO	NO	
6. Motor Vehicle Survey	RCS GSA 1024	×		ITO	AR 58-1	YES	YES	NO	GSA Survey
7. Report of Marine Casualities	CSGLD 1314	×		ITO	AR 55-19	NO	NO	No	Inch
									7834

CONUSA Survey (cont)

## CONUSA SURVEY REPORTS COLLECTION FORM

HAME OF STAFF SECTION/OFFICE DCSLOG, Traffic/Transport Section
DIVISION DCSLOG Services Division
BRANCH Transportation
SECTION

FUNCTIONAL AREA (S)

DATE OF INTERVIEW

HAME OF INDIVIDUAL CONTACTED CPT O'Shea/Mr. Russell	MIACIED CF	T O'She	a/Mr. I	Russell		-2	PHONE #		
(a) Title/Name of Report	RCS	)B		(d) Origination	(e) Authority	VSDKOO (\$)	CONARC:	Change	(1) Explanation
Admin Motor Service	CSGLD 1404	×		ITO'	AR 58-18	NO	NO	NO	
9. Equipment Transfer Record	CSGLD 1049(R)		(PC)	OLI	TM 38-750 TM 38-705	o .	8	NO	
	•			٠	TM 38-750			./	
10. Motor Vehicle In- ventory Command Inventory 1232 Status	CSGLD 1232		(PC)	FUSA	AR 700-88	NO	O	8	316
<pre>11. Annual commercial</pre>	CSGLO 1577	×		OZI	AR 700-88	NO	NO	NO NO	
12. Administrative use vehicle density	ATLOG 269(R1)	•	×	FUSA	CON REG 701-7	NO	NO	NO	

No value to this Hqs, used by CONARC to review vehicle, status of each installation includes the receipt of new vehicles and turn in of old.	Indicates number of vehicles authorized, on hard, short, over age, over mileage, due in, requirements and projected requirements.	Used at all command levels to identify vehicle type, age, make, model and quanity on hand (Good)	Report formalizes changes to commercial decision vehicle inventory (Good).	This report is manually prepared now but will be machined in the future DA System Code 006 provides cost all performance is ATA for TMP at installations.	1 Remarks	(9)	
N	N	N	N	·N	Actual		
4	N	N		N	Personne l	(g)	
,	N	N	N	N	Rqmt		
CONARC	Þ	DA	DA	DA	Initiated by	J	
DA Form			· · ·		Rpts to Inst	(0)	
	<b>D</b>	DA	A	\$	Fwd to	(n)	
YES	NO	NO	NO	NO	Retained	(B)	
YES	YES	SO.	YES	YES	Disposition Input Re	(1)	COMOSA SULVEY (COULT)
YES	YES	YES	YES	YES	Pwd	(X)	y our Ac
12. Provides CCTRC cur- r vehicle density	ll. Estab- lished Req for Commer- cail Design Vehicles	10. Inventory Status	y. Vehicle tory	3. Review und Analysis	Use	(0)	CONO

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### 3

### CONARC Disposition

- 1. Report is used to update the CONARC COMPASS data bank.
- 2. This report provides current data on Reserve Component Unit movement data to be utilized by CONARC to update MOB plans.
- 3. The initial report is submitted direct from the installation to DA with information copy to FUSA and CONARC. he final technical report is reviewed by CONARC and forwarded to DA.
- 4. This report is used by CONARC to determine workload by installations reference personal property passenger travel and freight movements.
- Report is forwarded to AMC.
- 6. Report is forwarded to GSA to determine the need to establish GSA Interagency Motor Pool System.
- 7. Reviews report, takes necessary action and forwards report to DA.
- 8. Report is used to develop operating cost per mile and for programming purposes and cost comparisons by CONUSA. CONUSAs are furnished copies of analysis.
- 9. Report is used to prepare feeder information for vehicle inventory reporting.
- Not available at CONARC, is used on an asrequired basis.
- 11. Report is used by CONARC to determine vehicle requirements for procurement, Reports are forwarded to USATACOM by CONARC and used for distribution and redistribution of commercial design vehicles

CONUSA Survey (cont)

CONARC Disposition

12. Reports are prepared by CONARC from CONUSA feeder data. The data is used for overall vehicle management.

### CONUSA ANALYSIS MAINTENANCE

### 1. CONUSA Findings.

- a. The role of the 80 personnel assigned to the FUSA Maintenance Branch is primarily one of providing technical assistance in the maintenance area. Fifteen reports are currently submitted reflecting the status of the functions performed. The Maintenance Division is "operational" in terms of providing Maintenance Assistance Instruction Teams (MAIT) support to the USAR units and to installations upon request. This division conducts technical inspection of nuclear devices at the Class I installations and provides reports data to CONARC and AMC. The division responds to specific directions from CONARC or the AMC commodity commands. The FUSA has no direct contact (except an occasional telephonic request) with DA and responds to DA requirements as directed through CONARC.
- b. The FUSA requires 15 reports input data from the installations and Area Organization Maintenance Shops (AOMS) and feedback is provided in the form of command letter or similar correspondence. This headquarters provides technical expertise upon request from the Class I installations and sends out notification of specific maintenance requirements. This division activates, deactivates and determines, the site locations for the AOMS and provides three MAIT teams in support of FUSA USAR units. Technical support is rendered to ARADCOM in providing expedited maintenance and supply support. Technical Proficiency Inspections (TPI's) are conducted on the installation nuclear equipment by the Maintenance Division personnel.
- c. The FUSA provides maintenance reports data to CONARC and reacts to specific actions as directed by CONARC. This division monitors the Technical Specification Inspections (TSI's) conducted by CONARC and DA on the installation nuclear emplacement and delivery equipment.
- d. The FUSA does not have any direct contact with DA (except occasional telephonic requests). Report data forwarded by the FUSA is submitted to DA and AMC. The annual USAR Maintenance Facilities and Support Plan is developed by this division for submission to DA. This division deals with AMC in justifying and monitoring the technical support rendered by commodity command technicians.

### 2. Validation of Installation Survey Conclusions.

- a. There is no reason to change the recommended procedures as a result of the CONUSA survey. Maintenance support is provided on an area basis at the installation and will not change under the Organizational Concepts I, II or III. The FUSA provides technical assistance and reviews, coordinates and implements the overall FUSA maintenance program. Each command will require maintenance personnel with no changes in the recommended procedures.
  - b. N/A.
- Function/Report Evaluation.

a. The FUSA spaces authorized are:

Officers	6
Enlisted	1
Civilian	106
Total	113

The TDA's IAWOGXAA04 (5 Oct 71) and IAWOJJAA06 (1 Oct 71) authorize 113 personnel assigned to the Maintenance Division. The Maintenance Division has released 33 spaces to the installations to facilitate the formation of MAIT operations and FUSA currently shows an authorization of 80 personnel. This is explained in paragraph 3b(7). Attached is a list of the reports associated with this function to include the disposition rendered by CONARC (Inclosure 1).

- b. Personnel, functions and reports are discussed in the following categories:
- (1) Area Command The following personnel authorization is submitted for the Area Command:

Functional Areas	Authorized
Maint Asst	5
MAIT	25
Management	_6
Total	36* See NOTE

This staff element would be responsible for coordinating the MAIT activities in support of the USAR and in coordinating the overall Reserve Component Maintenance Program. The manual USAR Maintenance Facilities and Support Plan (CSRES 100 (R2)) is the only report required. This section would recommend establishment, relocation, discontinuance and consolidation of AOMS and Area Equipment Storage Compounds. The annual USAR Maintenance Facilities and Support Plan will be developed by this section for submission to DA. MAIT teams are located at Fort Meade, Fort Totten and Oakdale, PA.

- NOTE: \*Additional technical commodity personnel may be required depending on the density of equipment and AOMS expertise to maintain the equipment provided to the USAR units.
- (2) Force Command The density and type of equipment will determine the specific technical commodity personnel required. No exact number of personnel can be allocated at this time.
- (3) D&T Command Same as comment (2) above. Recommend that the Reliability and Maintainability Status Report (CSCRC 73) be submitted by D&T only.
- (4) Both Force Command and D&T Command The following personnel are to be assigned for each command:

Functional Area	Authorized
Maint Div	3
Mgt Br	7
Materiel Br	8
Maint Asst	_4
Total	22

Each command must maintain a maintenance staff capability of 22 spaces to insure a proper maintenance program and to provide the commander the capability to assess the materiel readiness of his command. The management functions should be performed by a Maintenance Division (three personnel) and three branches: Management Branch - Seven personnel are assigned to this branch which is primarily concerned with reviewing, coordinating and implementing overall policies, directives, plans, doctrine and staff actions affecting the maintenance program. A review of the materiel readiness, workload and backlog and administrative storage reports will give the commander a fair assessment of the maintenance condition of his command. This branch would be responsible for monitoring mission assignments to STRAF TOE units on D&T installations and for the support agreements of tenants on each installation. Eight reports will be processed by this branch; Materiel Branch - The primary emphasis of the eight personnel assigned to this branch is devoted to plans, policies and procedures for maintenance of specific commodities and providing technical expertise in relation to these commodities. Specific support is rendered to ARADCOM when missile equipment becomes nonoperational. The Force Command would require personnel trained to conduct Command Technical Inspections on nuclear devices/weapons. Each command would require this branch to perform technical assistance to the Maintenance Assistance Branch and to augment the installation MAIT program upon request from the installations. This branch would review engineer MCA projects and related actions affecting maintenance facilities. In addition, the Materiel Branch would monitor and implement the technical aspects of the DA calibration, MWO, aircraft inventory status and flying time, safety in flight messages, rehabilitation and waiver to repair expenditure programs. Five reports will be processed by this branch; Maintenance Assistance Branch - This branch requires four personnel to direct and monitor the MAIT program and coordinate the technical requirements for commodity command technicians and would augment installation MAIT with specialized skills upon request. One report is required to justify the AMC technician requirements. Each of the branches would conduct staff visits to assess the command maintenance program and to provide installations with assistance in improving the installation maintenance program. The reports associated with the maintenance functions are listed below:

RCS	NAME	OFFICE	AUTOMATED OR MANUAL
AMC-130	Army Aircraft Inventory Status and Flying Time	DCSLOG	Automated
AMC-213	Army Aircraft Report of Inspec- tion and Safety in Flight	DCSLOG	Manua l
ATLOG-74 (R2)	Projected Technical Assistance Requirements	DCSLOG	Manual
AMC-139	Missile and Rocket Equipment Report	DCSLOG	Manua 1
ATLOG-99 (R1)	TD Ordnance Nuclear Weapons Spt Capability	DCSLOG	Manua 1
CSGLD-1042 (R1)	Materiel Readiness Report	DCSLOG	Manua 1

RCS	NAME	OFFICE	AUTOMATED OR MANUAL
KCS	NAPIE	OFFICE	THRONE
CSGLD-1042 (R1)	Admin Storage of Equipment	DCSLOG	Automated
ATLOG-386	Operational Readiness Float Status and Utilization	DCSLOG	Manua1
CSGLD-1047 (R1)	Workload and Backlog Report	DCSLOG	Automated
CSGLD-1047	TOE DS/GS Maint Unit Workload and Backlog Report	DCSLOG	Manua 1
OSD-112	Industrial Engr Projects	DCSLOG	Manual
Budget 1044	Evaluation of Commercial and Industrial Type Activities and Support Services	DCSLOG	Manua 1
AHABD-14	Telephonic Report on Non-Op Missile Equip	DCSLOG	Manua l
CSRRC-73	*Reliability and Maintainability Status Report (D&T only)	DCSLOG	Manua 1

\*This report is required by the D&T Command since it is prepared by the CONARC Schools and would be handled by the D&T Maintenance Management Branch.

- (5) Installations Thirty-three spaces should be returned to the installations to form MAIT operations to replace the FUSA CMMI teams which were stationed at the installations. This action has been taken by FUSA and 80 personnel are currently being carried as the authorized strength.
  - (6) DA and Other None.
  - (7) Eliminate None.

### 4. Conclusions.

- a. The Area Command will require thirty-six (36) personnel to develop the Reserve Component maintenance program and to provide technical assistance and MAIT operations to the USAR units in the area. One report will be processed by the maintenance personnel; AOMS location, activation or consolidation decisions will be made by this branch.
- b. Each major command will have twenty-two (22) personnel authorized which will provide the commander with a Maintenance Division consisting of a Maintenance Management Branch which will analyze materiel readiness, workload, backlog and administrative storage operations of the command; a Materiel Branch which will provide the technical commodity expertise; and a Maintenance Assistance Branch which will direct the MAIT program for the command. Fourteen reports will be processed by the Maintenance Division.

c. Maintenance services will be provided on an area basis by the installation with no change to current operations.

### 5. Recommendations.

- a. That the Area Command, D&T Command and Force Command headquarters be provided maintenance staff capability as described above.
- $b\,.\,$  That installation and DA maintenance functions remain unchanged.

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DATE OF INTERVIEW 17 April 1972

NAME OF STAFF SECTION/OFFICE DOLLAR DIVISION FRANCH SECTION

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FUNCTIONAL AREA (S)

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### CONARC Disposition

- 1. Data goes direct to DCSLOG DA; used by CONARC staff for management actions.
- 2. Report submitted to AMC-AVSCOM.
- CONARC reviews and consolidates justified requirements and forwards to AMC and commodity commands.
- . Report submitted direct to AMC.
- 5. Report provides COMARC with input concerning nuclear weapon support sections; used to manage resources and determine equipment status, NNO program, NDS shortages and operational capability.
- 6. All data is processed through channels to CONARC through the Automated CONARC Command Echelon Standard Systems (ACCESS) I, II and III. CONARC receives a feedback from units direct submission to DA.
- 7. Report is submitted to CONARC through channels using ACCESS I, II and III systems; provides status of asset data to the headquarters.

## REPORTS COLLECTION FORM

DATE OF INTERVIEW 17 April 1972

NAME OF STAFF SECTION/OFFICE DCSLOG
DIVISION Faintenance
BRANCH
SECTION

FUNCTIONAL AREA (S)\_

PHONE # 2912

		TOE DS/GS Maint Unit WorkLoad & Backlog Mpt	Telephonic Report of Non-OP MSL	Sylluction of Commercial & Industrial Type Activities & Spt Sycs	Industrial Engr Projects	Reliability & Maintain - Ability Stabus Apts	Morkload & Backlog Report	Operational Readiness Float (CRF) Status & Utilization	US Faint Facilities & Spt Plan	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED
		RCS CSGLI 1047 (R1)	AHABD-	Budget 1044	OSD-1112	05070- 73	1047 (kg)	ATLOG- 386	03 RES- 100 (R2)	(b) RCS	TACTED
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Name and Address of the Owner, where		SEX	XES	ਝ	TES	80	TES.	NO	, NO	(f) CONUSA	P
The second second second second		W	NO	NO	No	YES	N	YES	NO .	(g) CONARC	PHONE # 2912
1	1	TE.	YES	YES	YES	NO	YES	XES	YES	(h) Change	2
		Edit	И/А ;	Comment on Inadequate or Improper Submissions	Edit & Approve Prior to Excl. Actions	N/A	Edit & Correct Errors	Correct Errors	Correct Errors	(1) Explanation	

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(1)

### CONARC Disposition

- 8. Report forwarded to DA to be used by OCAR in determining resource requirements.
- 9. Report is used by CONARC to insure proper use of ORF and as a basis for redistribution between CONUSA. Report will be used to advise AMC commodity commands on percentage of change.
- 10. FUSA report. . ...
- 11. Report is submitted by CONARC Schools and forwarded to AMC for equipment modification.
- 12. Report submitted to FUSA.
- 13. Report is used to designate commodity operations based on economic considerations submitted by CONARC to DA.
- 14. Report used at FUSA.
- 15. Report used by FUSA.

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1.

### CONUSA ANALYSIS SERVICES

### 1. CONUSA Findings.

a. The First US Army (FUSA) Services Division, minus Transportation Branch, which is covered separately within this report, performs in an administrative coordination role between CONARC and the First US Army installations. Minus the Transportation Branch, the Services Division has and is authorized nineteen (19) personnel who can be identified with the following functions:

(1)	Program Management and Division overhead	11	personnel
(2)	Food Services Management	4	personnel
(3)	Commissary Operations	2	personnel
(4)	Laundry and Dry Cleaning Operations	1	person
(5)	Mortuary and Graves Registration Operations	1	person

- b. The FUSA presently receives periodic reports from all installations in the First Army area, upon request provides technical assistance and conducts annual liaison visits to each installation. The installations surveyed earlier stated that there was no requirement for technical assistance from FUSA because Defense Personnel Support Center, Army Food Service Center and DA DCSLOG provide direct technical assistance to all installations. The FUSA survey verified the above and determined that technical assistance actually consisted of telephonic discussions to clarify CONARC or FUSA guidance. It was also noted that two (2) Food Service Advisors work principally in support of the Army Reserve activities.
- c. During the installation survey, it was determined that Services is almost totally an installation level function. Day-to-day guidance and direction will come from the Director of Industrial Operations (or G-4) at each installation or through the established technical channels mentioned above. The FUSA is seldom requested to coordinate actions. for CONARC.
- d. The FUSA DCSLOG Services Division performs no role for DA. The DA either goes to CONARC or to the installation with guidance or to obtain information.

### 2. Validation of Installation Survey Conclusions.

a. The FUSA survey validated the previous recommendations to establish a very small services element in both D&T Command and Force Command. This is an installation level function and will remain unchanged by the reorganization. It will fit equally well in Type I, II and III organizational structure and should be held to a small staff at each headquarters.

### 3. Function/Report Evaluation.

a. Attached at inclosure 1 are the reports collection forms indicating that the Services Division processes fourteen reports that leave the FUSA. None of the fourteen are created, consolidated or significantly changed by the FUSA. The reports form also indicates the CONARC disposition.

- b. All of the reports listed at inclosure 1 are required after reorganization because, with the exception of the Laundry and Dry Cleaning Operations Report, AHABD-26, all were required by DA or DOD. The AHABD-26 provides essential data required for establishment of command operating programs and evaluation of the installation's ability to meet prescribed goals. Based on interviews, other surveys, detailed analysis of the services function, and personal experience, there is a need for DA to consider consolidation or elimination of the other thirteen reports. Many of the reports are quarterly and their management value is questionable.
- c. Analysis of the functions performed by Services Division, DCSLOG reveals that functions, spaces and reports should be transferred as follows:
- (1) Area Command Two Food Services Management Specialists are required to develop and administer the food advisory program for the Reserve Components. No reports are required.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command. The Services functions currently performed by FUSA listed in paragraph 1 above should be transferred to the D&T and Force Commands. Seventeen spaces should be transferred from FUSA for this function. All fourteen (14) reports associated with this function should also be transferred to each major command. These reports should be considered as management information and therefore only a small staff should be required for the services management functions at both commands.
- (5) Installation The reorganization will cause no impact or change at the installation level.
  - (6) DA and Other There will be no change.
- (7) No functions will be eliminated by this proposal; however, they will be moved and consolidated at the D&T and Force Commands.

### 4. Conclusions.

- a. The services responsibility at FUSA is a staff management function that primarily follows command lines with minimal involvement in Reserve Components, ROTC or Area Support functions.
- b. Two (2) Food Service Specialists should be retained at the Area Command for staff management of the Reserve Components food service program.
- Recommendations. Recommend that the following disposition of FUSA Services functions be made:
- a. Transfer the sub-function Reserve Component, ROTC and Area food service program, the two personnel spaces and no reports to the Area Command.
- b. Transfer all five services functions (minus Area Reserve Component food service sub-function), the <u>seventeen (17)</u> personnel spaces related to these functions and the <u>fourteen (14)</u> reports to both Force and D&T Commands.

DATE OF INTERVIEW 18 April 1972

MAME OF STAFF SECTION/OFFICE DCSLOC
DIVISION Services
BRANCH Support
SECTION

BANE OF INDIVIDUAL CONTACTEDMY. McDonald

FUNCTIONAL AREA (S) Logistics

PHONE # 677-2517

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CONARC DISPOSITION OF REPT

- Information copy received by DCSLOG, Sup & Svc Div for management information purposes. Not received.
- 2. ü Information copy received by DCSLOG, Sup & Svc Div for management information purposes.
- Not received. Information copy received by DCSLOG, Sup & Svc Div for management information purposes.
- 7. 6. Information copy received by DCSLOG, Sup & Svc Div for management information purposes. Not received.

REPORTS COLLECTION FORM

HAME OF STAFF SECTION/OFFICE DCSLOG
DIVISION Services
BRANCH Support
SECTION

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA (S) Logistics

	by this Hqs & CONARC, solicited & reported by telephone.	ed	(Deaths Occurring in CONUS)	14. Record of Preparation and Disposition of Remains	Utilization of Gravesites (Post Cemeteries)	12. Laundry and Dry Cleaning Operations	Operations Cleaning	Improved Subsistence Items	Monthly Installation Menu Board Minutes	Military Personnel Strengths DD-DSA ctual and Projected (SA) 40	(a) Title/Name of Report	HAME OF INDIVIDUAL CONTACTED Mr. McDonald
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- & Svc Div for management information purposes.
- 10. DCSLOG, Sup & Svc Div monitors reports and forwards to the Army Food Service Center.

Information copy received by DCSLOG, Sup & Svc Div for management information purposes.

- 12. Not received.
- 13. Not received.
- 14. Not received.

### ENGINEER

The Engineer function received particular scrutiny because efait's potential in personnel savings, and the increased interest expressed in this functional area as the study progressed. Accordingly, the attached analysis encompasses a breader scope than do the other functional areas. Specifically, the findings of the FUSA were extrapelated to include all four CONUSAs and HQ CONARC. The analysis concluded that a 52% overall savings in personnel can be realized.

### CONUSA ANALYSIS ENGINEER

- 1. <u>CONUSA Findings</u>. This section is a summarization of the current role of the FUSA as it relates to the Engineer function. Specific analysis of the MCA function is covered in a separate paper. The Engineer Division is an organizational element of the Deputy Chief of Staff, Logistics. Its primary mission is to provide engineering guidance, direction and assistance to 12 Class I Army installations and additional subinstallations in 15 states in Northeast CONUS. This includes all of the engineering functions: construction, real estate, building and grounds, land use, utilities, entomology, air and water pollution abatement, and the programing and budgeting support for all of these.
- a. The primary role in support of the installations (and area support) is to provide the assistance described above, promulgate program and budget guidance, assure orderly and equitable distribution of funds, and review and revise as appropriate those projects submitted by the installations to assure that they are technically acceptable and meet the standards prescribed by statutes and regulations. In the recent past, and more so now, the need for this assistance has been more acute because of the scarcity of professional skills at the installation level. (In most cases the personnel spaces exist but the grade structure is too low to attract professionals.) To provide maximum assistance, professionals of the Engineer Division perform extensive TDY. This TDY includes, but is much more than, the annual installation visits (one week) to installations and subinstallations required by AR 420-11. The importance of this is amplified when you consider that about 47% of the DCSLOG, FUSA O&M budget, or 22% of the total FUSA O&M budget is allocated to the Engineer function.
- b. The Engineer Division's primary role in support of DA and  ${\tt CONARC}$  are in the following areas:
- (1) Exercising approval authority for major maintenance projects for real property facilities up to \$300,000 and minor construction projects up to \$50,000. This authority has been delegated to FUSA by CONARC. All projects above these dollar limits are submitted to DA, through FUSA, who has the responsibility to assure their practical and technical acceptance.
- (2) Processing Real Estate actions (leases, licenses, permits, etc), most of it for Reserve Components. Currently, there is no authority to purchase these facilities and FUSA is requested to find space in existing facilities if possible, or lease if necessary. FUSA has been given authority to approve leases up to \$50,000 annually.
- (3) Assisting in and processing actions related to Executive Order 11508 which pertains to the identification of under-utilized/unneeded Federal Real Property primarily to give to civil authorities

for parks, recreation areas, etc. FUSA provides representation on DOD/GSA teams to determine if such acreage in the First Army area should be released. FUSA assists in preparing the reports and must be ready to brief DA and OSD or represent DA in subsequent decision sessions at higher level. Since February 1970 there have been about 20 such surveys and 30,000 acres in First Army have been recommended for release. This is a major effort of a sensitive nature which requires over 4 man-years of FUSA personnel.

- (4) Assisting in and processing actions related to Executive Order 11507 which pertains to the Environmental Protection Program. All of the effort in this regard is in response to requests from DA and/or OCE as directed through CONARC.
- 2. Validation of Installation Survey Conclusions. Based on the findings at FUSA, there is no reason to change the procedures as set forth in Organizational Concepts I, II or III of the Installation Report.

### Function/Report Evaluation.

- a. To perform the above functions and process the related 28 reports, the Engineer Division, FUSA, is authorized 59 personnel spaces. Attached Inclosure 1 lists 25 of the reports and indicates the CONARC disposition of each, where applicable. The remaining three reports are related to MCAR/MCARNG requirements and are identified in paragraph 3b below.
- b. Based on the CONUSA survey and further study conducted at CONARC, a proposed realignment of Engineer functions, reports and personnel spaces above the installation level has been developed which will provide a total, effective and viable Engineer program at an optimum (but reduced) overall personnel strength. The roles of the installation and DA/OCE will not change because of this proposal. In addressing this course of action, the total functions, reports and personnel authorizations at all CONUSAs and HQ CONARC are considered. Currently, the authorized personnel strengths for the Engineer function are:

Command	Authorized Personnel
First US Army	59
Third US Army	47
Fifth US Army	69
Sixth US Army	50
HQ CONARC	35
Total	260

Under the following proposed realignment, a total of 125 personnel spaces would be required (a reduction of 135 or 52%). This would necessitate a determined effort to fill the authorized professional skill spaces now vacant at the installations. With these spaces occupied with proficient professionals, the plans/projects submitted to the major command headquarters would meet the acceptance standards and thus reduce the workload at Force and D&T Commands.

(1) Area Commands (9 spaces): As stated in the separate MCA analysis, each Area Commander would have three individuals to process the Reserve Component Construction Plan and to monitor three

reports submitted on the plan. This element would review the plans, establish priorities and recommend approval of those minor construction and O&MA projects within authorized threshold (that are now granted the CONUSAs by CONARC). It would also monitor Real Estate and R&U activities and request assistance from Force Command on an "as required" basis. The three reports involved are:

RCS
Title

DD-I&L(Q)802
MCAR and MCARNG Major Program
Reporting

DD-I&L(SA)577
MCAR and MCARNG Minor Construction,
Restoration of Damage and Repair

CSRE7-177
MCAR and MCARNG Annual Program
Submission

- (2) Both Force and D&T Commands (116 spaces):
- (a) Each command would have fifty-eight personnel to perform the Engineer functions now assigned to HQ CONARC and the four CONUSAs (see paragraph 1 above). Though D&T Command would be assigned a greater number of installations than would the Force Command, the latter would have the additional requirement of staff supervision of the Area Commands (to include Reserve Components and ROTC). Accordingly, the equal staffing is proposed; however, because of the mission related to STRAF units and Reserve Components, etc, the staffing of the Force Command should perhaps be more military oriented than the D&T Command which would be heavily civilian oriented. At Inclosure 2 is an organizational staffing chart indicating how the Engineer Division at the two major commands would be staffed (58 personnel for each). It provides all of the professional skills and related administrative support to exercise staff supervision over the installation DFAEs and the Area Commands, to provide the expertise required to assist them, and to assure the proper priority, validity and technical/statutory acceptance of the programs/plans submitted to higher headquarters.
- (b) The Force Command would receive all 28 reports (the 25 listed in Inclosure 1 and the 3 MCAR/MCARNG reports identified in paragraph 3b above). The D&T Command would receive the 25 reports listed in Inclosure 1.
- c. Following is a statistical synopsis of the disposition of the Engineer functions, the 28 reports and the 260 personnel spaces (now assigned to the 4 CONUSAs and HQ CONARC) which would occur under the reorganization proposal described above:

Command	<u>Functions</u>	Reports	Personnel Spaces	
(1) Area Command	Review Reserve Component Construction Plan; recommend approval within authorized thresholds of minor construction and O&MA projects; monitor Real Estate and R&U activities	3	9 (3 each	)

	Command	Functions	Reports	Personnel Spaces
(2)	Force Command	None	None	None
(3)	D&T Command	None	None	None
(4)	Both Force and D&T Commands	Total (see para- graphs 1 and 3b(2) above and FUSA Memo 10-1)	25 (D&T) 28 (Force	116 (58 e) each)
(5)	Installation	None	N/A	None
(6)	DA	None	N/A	N/A
(7)	Eliminate	None	None	135

### 4. Conclusions. It is concluded that --

- a. A 52% saving (from 260 to 125) in the personnel authorizations now applied to the Engineer elements of the four CONUSAs and HQ CONARC can be realized with the reorganization alignment outlined above.
- b. A determined effort must be made to fill the vacancies which now exist in authorized professional spaces at installation level (about 25% vacant).
- c. Each Area Command requires three individuals to monitor Real Estate and R&U activities, and direct and monitor the MCAR/MCARNG program and the three related reports to provide the commander a viable planning tool and to appropriately establish priorities (9 spaces).
- d. The two new major commands (Force and D&T) would require 58 authorized spaces each to perform all of the functions now performed at the CONUSAs and HQ CONARC, less that assigned to the Area Command (116 spaces).
- e. All of the 28 existing reports would still be required. The Area Command would monitor the three reports related to MCAR/MCARNG plans and submit them through the Force Command to DA/OCE. Both the Force and D&T Commands would receive and process the 25 reports now flowing through the CONUSAs, but the Force Command would also receive the three MCAR/MCARNG reports (28 reports).
- f. The above realignment of functions, reports and spaces will provide a total, effective and viable Engineer program at an optimum (but reduced) overall personnel strength (saving of 135 personnel spaces or 52%).
  - g. The installation, DA and OCE functions will remain unchanged.
- 5. Recommendations. It is recommended that --
- a. The functions, reports and personnel authorizations for the Area Commands, D&T Command and Force Command Headquarters be realigned as described above.

b. That the installation, DA and OCE functions remain unchanged; but, that a determined effort be made to fill the vacant professional spaces at installation.

# CONUSA SURVEY REPORTS COLLECTION FORM

HAYE OF STAFF SECTION/OFFICE DCSLOG Engr Div

DATE OF INTERVIEW 19 Apr 72

	-	W. J. C. J. Sugo)	Hitzation	-	Went Otheration Report	cance and Services M&S Equip-	(Claffon)	Sacklog Report (Quarterly)	3 Maintenance and Repair		(30-46)	(Monthly)		(0.6.2)	(Quarterly)	losal of Buildings	(a) Title/Name of Report	MAME OF INDIVIDUAL CONTACTED	BKANCH SE
			71	cscIn-		ATLOG- - 387		297	ATLOG-			ATLOG- 208			116	ATLOG-	RCS	11	SECTION
			-	Κ	-	X		-	X			X				×	(E)	Keller - Makholm	
			;	×		×			×			×				×	18	akholm	
			7	DFAE		DFAE			DFAE			DFAE				DFAE	(d) Origination		
,		Reg 405-2	CON Reg	AR 210-18	by lA	CON Reg 420-4 Sup-	by IA	plemented	CON Reg	by IA	plemented	CON Reg 415-35 sup-	First Army	ed by CONARC	supplement-	AR 420-13	(e) Authority		
				Z .		No			No			No	校	C		No	CONUSA	14	Ħ
				Z <sub>o</sub>		Yes			Yes			Yes				Yes	(g) CONARC	PHONE' # 3202	FUNCTIONAL AREA (S)
			- !	Yes		No		report	Yes		-	Yes				Yes	Change	02	EA (S)
1-1	incl	,		Reviews and forwards.	÷ 2	Reviews and forwards,		report with other fiscal data. Preparaconsolidated summary.	-			Reviews and corrects data 5	-	dates	Program commitment, consoli-	Review, verifies against MCA	(1) Explanation	] · · · · · · · · · · · · · · · · · · ·	Engineer Division

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ve action ovides a space tion in a space tion targets	ovides	ovides ogarding og of unfi- i projects	ews &	es disposal t MCA	Use	. c	CONU
Yes	Yes	Yes with consol- idated summary	Yes	Consol- idated Report only	Fwd	3	CANUSA Survey (cont.)
No	No	y %	Yes	No	Disposition Input Re	3	(5000)
No.	N <sub>o</sub>	Yes	ž	Yes	Retained	(H)	
DA copies to CONAR	CONARC	CONARC	CONARC	CONARC- DA	Fwd to	(a)	
	dicated -	Copy returned to station w/ corrections indicated & lA	Corrected copy returned to installation	,	Rpts to Inst	(0)	
		IA	IA.	·	Initiated by	_	
<b>-</b> -	-	8	-	ω 	Rqmt		
	-	, N	-	ω	Auth	( <del>g</del> )	
-	-	~ ~	_	_ ω	Actual		
Col (J) Used to determine installations performance in meeting DA utilization target.	346	Col (J) Utilized in recommending distribution of funds. Additionally, report is used by technical personnel in pinpointing areas requiring management attention.	Column (1) Utilized periodically by Army Engineer to report funding and essential progress of approved projects.	Col (1) Additionally data is used in lA briefings.	Remarks	(2)	

### CONARC

### Report Disposition

/ Information retained at CONARC (DCSLOG, Engr Div) and used to manage the building disposal program. Data is required to insure attaining MCA program congressional disposal committments, and to monitor disposal of fine first control of the buildings.

- Winor construction (MCA) projects data are used at CONARC for management control in obligation of funds, both design and construction. Report not forwarded. Data used in preparing quarterly view and analysis and other reports to DCSLOG and Command Group.
- 3. Report is used at Installations, CONUS Armies and CONARC to provide a complete status of facilities maintenance backlog. Priorities for prograting, budgeting and execution are identified and reported on quarterly.

We Report is used at Installations, CONUS Armies and CONARC to manage the Maintaine and Services Equipment Utilization Program. Report covers actionent used in Fac Engr Opns (Maintenance and Repair of Real Figurety).

DNARC SIZE elements. Data contained is used to monitor the troop housing program (i.e.: determine assets available, shortfall requirements and make base stationsing and MCA programing recommendations and idecisions).

## CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSLOG Engr Div
BRANCH
SECTION

DATE OF INTERVIEW 19 Apr 72

FUNCTIONAL AREA(S) Engineer Division

Gacilities Engineering Command Analysis of Utilities Operation (Annual)	(Monthly)  (Lubynk)	zation Report (Semi-Annual (Fyra)	(North)	NAME OF INDIVIDUAL CONTACTED Keller - Makholm  (a)  (b)  Title/Name of Report  (c)  a	
Eng 113 (R3)	)D-I&L (AR) 1080	28(R2)	GSGLD- s 594	(b) RCS	
K	×	K	×	ler - Mak	
×	· ×	×	×	kholm	
DFAE	DFAE	DFAE	DFAE	(d) Origination	
AR 420-44	AR 420-76 lA letter supplements AR	AR 140-480 Semi-annual First Army of instructions.	AR 415-15 Supplement ed by annua letter from CONARC & IA	(e) Authority	
No.	- Z	No	Z .	(f) CONUSA	
No	, No	8	70 -	PHONE # 3202	
Yes	Yes	Yes	Yes	(h) Change	
Reports are reviewed in detail by technical (IA) personnel familiar with installation operation. Close review required because of technical importance	Reviews, analyzes, corrects data submitted. Requires clost review due to low grades of personnel preparing & importance to invironment.	Reviews, analyses and consolidates data.	Reviews and establishes Army priorities.	(1) Explanation	

	·	7		
consol-	roved pro- is being med in dance with	means for ment of to reserve	ontrols MCA Pro- Informs Status.	Use .
.≺ es	Yes	Yes	Yes	Fwd Fwd
Z,	N <sub>o</sub>	No.	No	(k) (1) Disposition Input Re
Installation repts are (retained. Consolidated report forwarded	No	N.	No	(m)
Copy to	DA info to CONARC	DA info to CONARC	CONARC then DA	(n)
RC-	Feedback Report re- turned to installations as necessary	lations.	Resume of Army Prior- ities forward ed to instal-	Rpts to Inst
-			1A	) Initiated by
· u	-	-	4	Rqmt
		- '	4.	(p) Personnel
5		- 1	4.	Actual
Col (J) Installation reports are reviewed in detail by lA technical personnel. Indicate efficiency of operation and potential problem areas. Letters are prepared back to installations providing guidance. Also review may reveal need for special technical staff visits.	Col (J) Copy forwarded to IA Medical Entomologist.	349	Col (J) Controls and updates MCA short-intermediate and long range construction programs.	(q) Remarks

3

CONARC

Report Disposition

( Compile and submit to DA the annual, five-year and long range construction program in priority order. This report provides detailed information for management of the CONARC permanent construction (MCA) program.

- I One copy of the USAR Fac Utilization Report is maintained at CONARC information purposes. This report is more detailed than the entory and stationing plan and contains data concerning the cost co construct and maintain USAR facilities. Report used at CONARC as source of information for briefings, fact sheets and other related staff requirements.
- Report is forwarded to DA, OCE where it is consolidated. Report is used at HQ CONARC to review the efficiency of the operation, assure that inspections are being made, proper pesticides used, rate of applications are correct, and environmental requirements are considered.
- A Report is analyzed to evaluate management action, operation and maintenance of utilities plants and systems, and construction design these systems. Data used to isolate specific areas requiring fitional guidance during CONARC staff visits. Report is a management tool to arrive at effectiveness of utilities utilization program and provides technical and cost data for engineering studies. Reports forwarded to DA.

## CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 19 Apr 72

NAME OF STAFF SECTION/OFFICE DCSLOG Engr Div
BRANCH
SECTION NAME OF INDIVIDUAL CONTACTED Keller - Makholm

0

FUNCTIONAL AREA (S) Engineer Division

PHONE # 3202

tion Management - Self- slp Program Nomination (Annual)	(Annual	Callation Natural Resource onlination for OSD and C/S onservation Awards	eport (Annual) 3 Parts 670	nual Work Plan - Wood Land None nagement	Planning for Perma- ly installations.  MCA	(a) Title/Name of Report
	None	None	DD-M(A) 670	None	ENG-126	(b) RCS
	Κ.	Z		×	X	IB (c)
	×	×	×	×	×	la l
	DFAE	DFAE	DFAE	DFAE	DFAE	(d) Origination
420-24 Supplement- ed by 1A	CONARC &	IA AR 420-74 Supplement- ed by	AR 420-74 Supplemented by CONARC &	lA Rog 420-39	AR 210-20 Supplement- ed by lA	(e) Authority
	No -	N <sub>o</sub>	No.	Yes	No.	(f) CONUSA
	Yes	No	No	No	No	(g) CONARC
	No.	N.	Yes	Yes	No	(h) Change
	Programs reviewed.	Reviewed individually and instal lation activities in this area are rated for best overall program.	Reviewed annually to ensure compliance with applicable directives and that data present is realistic.	Required to manage wdod land program. Requires close review because funding programs, re involved.	Reviews and analyzes data submitted.	(1) Explanation

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	grams & e selection	3. (See Re-	s programs.	es funding rations suping this gram.	ts, eval-	ter Planning ssure com- sce with	Use	(3)
	No	Yes	Yes	•	Z <sub>o</sub>	Yes	Fwd	(X)
	No	No	No		No	No	Disposition Input Re	3
	No (See Re- marks)	No	N <sub>o</sub>		Yes	. Z	Retained	(m)
		CONARC DA DOD	CONARC DA DOD			CONARC	Fwd to	(n)
		1		appropriate comments and approval.	lAreturns report with	Army com- ments fed back to instal- lation	Rpts to Inst	(0)
		·	1.		l to	- ,	Initiated by	
		2	2		-	. w	Rqmt	
	_	2	- 2		1	ω	Auth	(b)
		2	. 2	_	1	ω -	Actual	
A STATE OF THE PROPERTY OF THE	Col (M) All installation programs are retained by IA excepting of best program whi is submitted to CONARC as IA nomination.	Col (J) Two or more programs are selecte for best in 1 Army and forwarded to CONA for further consideration.	Col (J), Report reflects activities of Land Management - Fish & Wildlife Management Forest Management.	35	52	Col (J) All lA Staff agencies are required to review program in so far as it has an effect on their staff responsibilities.	Remarks	(9)

### CONARC

CA programing, real estate actions, and stationing decisions. Is lso a basis for mobilization planning. Report Disposition port is used for general information for all HQ CONARC staff for

70 eport is used to monitor installation Woodland Management Funding is are technically and economically feasible. is, assure that funds are properly utilized, and that proposed

leport is used for statistical information on costs and income from the natural resource programs at CONARC installations. Serves as a guide in allocation of forestry funds to CONUSA's.

or installations submitting entries for OSD and C/S Conservation report is used to brief HQ CONARC staff on Natural Resource Programs wards. Also used in preparation comments to be used by CG HQ CONARC n presentation of awards to CONARC installations.

outstanding self help program. pation retained at CONARC. ons, awards are made to an installation in each Army with Based on review of brochure sub-

# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 19 Apr 72

NAME OF STAYF SECTION/OFFICE DCSLOG Engr Div BRANCH SECTION

NAME OF INDIVIDUAL CONTACTED Keller - Makholm

PUNCTIONAL AREA(S) Engineer Division
PHONE # 3202

354

(Quarterly)	leal Property Inventory and Building Information Schedule	,	(Chapman)	S.Fire Reports. (As Required)		(7 pecial Projects Report			(Onarterly)	David David	Segon)	(Quarterly)	ollution Control Reports.	Sept of Army Air and Water	Title/Name of Report	
	ENG 205		(R-2)	ENG-7		AR 431			AR) 1090	חחוזיו			(2) 1088	T%I dd	RCS	
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	×			×		>	<		;	× .				×	las!	
	DFAE	~		DFAE		Char	DEAF			DFAE				DFAE	Origination	
Letters of Instructions by DA CONARC IA	AR 405-45 AR 210-20		supplemented by IA Reg	AR 385-12	by CONARC	supplemented	AR 420-21	msg lA msg	CONARC	DA Msg		ed by IA	Supplement-	AR 11-21	Authority	(6)
·	No -		-	No			Z			No No				No	CONUSA	
	No			No			No			No	. ,			No	CONARC	(6)
	No.	· · · · · ·		Yes			Yes			Yes.				Yes	Change	G-0
	- 1	nstigated by this HQS.	nically qualified IA personnel Comments are added as the	Reports are reviewed by tech	work projects.	pended against M&R and new	Report reflects dollars ex-	report prepared and forwarde	and retained. Consolidated	Installation reports monitored	echnically qualified lA Staff.	quarterly. Monitored closely	the 5 Year Air & Water Polluti	Report is required as a part o	Explanation	(1)

	See Re-	narks).	Sec Re-		enditures ort of m.	Use	(0)	SUNCO
	Yes	Yes	Yes	Yes		bwd.	(X)	A Surve
	No	No	No.	No		Input	(1) Disposition	CONUSA Survey (cont)
	No	No	No	No		Retained	(a)	
	DA	DA Copy to CONARC	CONARC	CONARC DA-OEP	to CONARC Cys to D	Fwd to Original	2	
				•		Rpts to Inst	. (6)	
		ı	(			Initiated by		
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-	ν.	-	-	1	.,	Auth 2	(p) Personne	
	2	_	-	prod		Actual 2	-	
old reports. ENG 205 copies furnished this HQS by installations for review. Upon admit istrative approval installations are directed to forward ENG 205 to DA OCE.	Col (J) Eng 205 has been found to be unwork, able at lA level, since no consolidated data has been provided. This HQS continues to use data collected by ENG 75 and ENG 126	Col (J) Reports are submitted after each reportable incident. Unusual fires are investigated by this HQS and become part of final report.	Col (J) Report reveals management information installation efforts expended in reported area.	Col (J) This HQS requested officially that this report be dropped, since it serves no function manager requirement	Program.	Col (J) Report is used to monitor 5	(4)	
hed this pon admir directed	e unwork, ed, data ues to NG 126	each part of	informati ported	that this of function.	355	Year		1

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### CONARC

Report Disposition

Review for adequacy and completeness and forward to DA. Report information is used to monitor CONARC's air and water pollution program and to verify meeting EO 11507 and PL 91-190 requirements.

Press information concerning availability of electrical power to installations, with details of utility failures, voltage reduction, and load shedding. Provide technical and statistical data on troop strength, new construction loads, conservation measures, reduction

Fire reports are reviewed & evaluated at CONARC to determine what actions and guidance is necessary in order to properly supervise & manage the Fire Prevention & Protection Program. Statistical data are used to appraise CG of trends, degree of hazards, incendiarism, Report provides CONARC & DA info on OMA & MCA funded maintenance & repair, & minor construction projects. OMA projects are reported when work is started. MCA minor construction projects are reported at the time projects are financed. Information received is utilized by CONARC & DA to monitor progress. DA provides this report data: to Secretary of Defense. and load shedding. Provide technical and statistical data on troop strength, new construction loads, conservation measures, reduction targets. U factors affecting power consumption. Reports supplemented to DA.

Report input goes direct to DA. Feedback RPI/BIS information is ed CONARC in tape form. Tape is converted to printout at 30. . . Printout report information is used to provide individual facility information and data. Data is summarized by Army by category code and by Army by building number.

## CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSLOG Engr Div

DATE OF INTERVIEW 19 Apr 72

ME OF INDIVIDUAL CONTACTED Keller - Makholm

FUNCTIONAL AREA (S) Engineer Division

CONIISA SHIVEY (cont)

÷	Ö	essists in ping Program	eview and d (See	0	se).	Use	9	CONUS
Yes	No	Yes	Yes		Yes	PME	8	A Surve
No	No	No	26		Yes (See Re- marks)	Disposition Input Re	Ξ	CONUSA Survey (cont)
o N	Yes	N.	N <sub>o</sub>		No	Retained	(a)	
CONARC DA	ı	DA - cy to CONARC	DA - cy to CONARC		CONARC	Fwd to	(n)	
Feedback Copy	•		r ·	back copies	Installations are provided corrected feed	Rpts to Inst	(0)	
			•		,	Initiated by		
ω ,	ω		-	* 4	ω	Rqmt		
ω	3	1	-	. •	3	Auth	(q)	
ω	ω	-	-		ω	Actual		
	Col (J) Technical guidance required after review is brought to attention of installation by letter.	3	Col (J) This is a new requirement! No reptahave been received to date. Repts will require approx I year to develop by experts in environmental field.	Col (L) A First Army Summary is prepared which provides management information as to individual stations performance equates to other installations.	Col (J) Data is reviewed by technical personnel familiar with installation operations, prior to forwarding.	Remarks	(4)	

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### CONARC

Report Disposition

The Technical Data report covers functional data by AMS code for all

Environmental Impact Statements are reviewed to insure complete guid-Consolidated CONARC report together with CONUSA consolidation and major functional areas, i.e., heating, plumbing, electrical, etc. a review and analyses made of variations between installations of the RPMA activities. Data is consolidated at CONUSA and HQ CONARC with in allation reports are forwarded to DA-DAEN-MCF (OCE) for further .ary of Operations by FY. ation review and publication as the Facilties Engineer Annual

mental Quality. Information copy is furnished EPA. tives. All statements flow through DA, DOD to Council on Environance with PL 91-190, EO 11507, EPA guidelines and DOD and DA direc-

programed MCAR projects. Report is an analysis of the adequacy of and one copy is forwarded to OCAR. Primary user is OCAR, to justify A copy of the inventory and stationing plan is maintained at CONARC existing YCAR facilities; used at CONARC as a source of information for briefings, fact sheets and other related staff requirements.

of special review during CONARC staff visits.

A copy of CONUSA submissions for Real Property Maintenance Activities Report provides cost reduction for current FY and projections for the is prepared for return to CONUSA indicating allowed cost reduction. is received and consolidated for submission to DA. Feedback analyses

## CONUSA SURVEY REPORTS COLLECTION FORM

HAVE OF STAFF SECTION/OFFICE DCSLOG Engr Div DIVISION BRANCH SECTION

> DATE OF INTERVIEW 19 Apr 72

Engineer Division

FUNCTIONAL AREA (S)

PHONE # 3202

2.00 ssed annually. Generally iverage of 12 one-time repts Soiler Inspection Reports ed by CONARC and DA (Annual) Title /Name of Report MAYE OF INDIVIDUAL CONTACTED Keller - Makholm (B) RCS X × Origination DFAE **a** AR 420-49 ed by lA supplement. Authority e (f) No (g) No No Change Ē matter for follow-up by IA. reviewed. Items requiring tion and Insurance Company is corrective action become a Hartford Steam Boiler Inspec-Data reported by contractor. Explanation, ... 360

		ontractor	eviews and	Use.	9	8
	1	or	ana	_	1	NUSA
			No	Pw4	8	Surve
			No	Disposition Input   Ret	(3)	CONUSA Survey (cont)
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			•	Remarks	(9)	
361	-	<u>-</u>	-			-

CONARC

Report Disposition

Report Disposition

Report Disposition

Report Disposition

Report Disposition

58883 Ch, Prog & Budg Off
Prog & Budg Anal
Proj Cont Spec
Work Mgmt & Reports Off
Stat Clk (Typ) PROGRAM MGMT BR FIRE PREV & PROT BR (2) Fire Prev Engr Total: 8 Total: 2 9999999 PROPOSED STAFFING OF THE ENGINEER DIVISION BLDGS & GRNDS BR Clk Steno Forester Supv Gen Engr Civil Engr (Rds & Gnds) Structural Engr Entomologist Agronomist FORCES AND D&T COMMAND HEADQUARTERS Total: 11 555 Deputy Indus Engr Secy Steno Chief AT OFFICE OF THE CHIEF Total: 55355 INSTALLATIONS & PLANNING BR Realty Off Realty Spec Supv Gun Engr Master Planning Civil Engr (Constr CIk Steno Stat Clk (Typ) Engr Tech (Arch) Total: 19 Rqmts) 888 ADMINISTRATIVE OFFICE Stat Clk (Typ) Admin Off Draftsman EE88EE UTILITIES BRANCH Mech Engr Elec Engr Sanitary Engr Supv Gen Engr Power Proc Engr Clk Steno 363

TOTAL: 58 spaces at each command headquarters.

### CONUSA ANALYSIS PROCUREMENT

### 1. CONUSA Findings.

- a. The First US Army (FUSA) plays a vital role in the overall procurement program as prescribed in Armed Services Procurement Regulations (ASPR) and Army Procurement Procedures (APP), the FUSA supervises all procurement operations in First Army. In performing in this role, the FUSA is performing in an operational role for CONARC and DA.
- b. The FUSA, as Head of Procurement Activity (HPA), must approve all proposed procurements exceeding \$100,000, appoint all contracting officers and provide technical and legal assistance upon request of the procuring activity.
- c. The FUSA Procurement Division provides copies of all contracts exceeding \$250,000 to CONARC for approval and performs the procurement management function as delegated by CONARC.
- d. The FUSA Procurement Division performs in the staff procurement role as assigned by the DA. It should be noted that other than in the PEMA program, DA does not have a staff procurement responsibility assigned to any staff section below Assistant Secretary of the Army (Installation and Logistics) level.

### 2. Validation of Installation Survey Conclusions.

- a. The review of CONUSA functions further substantiated the conclusions drawn after survey of the CONUS installations. Procurement can fall into all three type organizational structures, but the CONARC/CONUSA role should be assigned to both Force and D&T Command.
- b. Both Force and D&T Commands should be designated as Head of Procuring Activities for their installations.

### 3. Function/Report Evaluation.

- a. There are presently eight (8) personnel actual and authorized for the procurement management function at First US Army (FUSA). Attached as inclosure 1 are a list of reports associated with this function and a statement indicating CONARC disposition.
- b. Based on review and analysis of installations and FUSA procurement responsibilities, it has been determined that after reorganization each major command (Force and D&T) will be required to perform the HPA responsibilities. Each command will require at least ten (10) but not more than fifteen (15) personnel to adequately perform these duties.
- Area Command There will be no requirement for either the function or personnel.
  - (2) Force Command See (4) below.

- (3) D&T Command See (4) below.
- (4) Both Force Command and D&T Command The procurement management program currently performed by FUSA should be transferred from FUSA to the FC and D&T. Eight (8) spaces should be transferred from FUSA for this function. All reports listed at inclosure 1 are associated with this function.
- (5) Installation There will be no change at the installation level.
- (6) DA and Other Other than changes to Armed Services Procurement Regulations (ASPR) and Army Procurement Procedures (APP), there will be no change above the major command level.

### 4. Conclusions.

- a. The procurement responsibility at FUSA is a staff function that follows command lines.
- b. The Area Commands will have no requirement to perform the procurement function.
- c. Installation procurement operations will not be impacted by this reorganization.
- d. The procurement management (HPA) functions can best be performed by both Force and D&T Commands because both commands will have installations operating under their command control.
- 5. Recommendations. Recommend that the following disposition of the FUSA procurement management functions, reports and spaces be made:
- a. That <u>none</u> of the FUSA procurement management functions, personnel spaces or reports be transferred to the Area Command.
- b. That the procurement management function, the <u>eight</u> (8) spaces associated with the function, and the <u>fifteen</u> (15) reports be transferred to both the Force and D&T Commands.
  - c. That the ASPR and APP be changed to reflect the above.

### CONUSA SURVEY REPORTS COLLECTION FORM

MAME OF STAFF SECTION/OFFICE EQS FIRST US ARMY DCSLOG DIVISION FROCUREDED SECTION

HAME OF INDIVIDUAL CONTACTED Mrs. Gardner

DATE OF INTERVIEW יים מסת יו ד

FUNCTIONAL AREA (S)

2040 \$ ENOBA

	Thussonied Propurents Procedures	Frourencet Actions (D)  Form. 1957)	ort on Change Orders	A Bayded, Definitized and Outstanding	3. Extraordinary Contractual Actions to Facilitate the Mational Defense(P.L.85-804)	2.Contractor in Difficulty Authorized Eugranteed Loans, Progress Payments or Advance Payments	oposed Procurement Actions (DA Form 1877)	Title/Name of Report
	ARTLOG-	AUS50-122	DD-IAL (4)680	DD-121	DD-IAL (A)597	OSD-1477	SAOSA-72	(b)
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		E:	231	11 14		33		ja
	Purch Off	Purch Off Fo	H.P.A.	H.P.A.	H.P.A.	Furch Off	Purch Off	(d) Origination
14 15y 70	Ltr, Contro,	AHADD-P,	APP 3-408.	APP 3-408.	APP 17-5001	Appendix	APP-1-751	(e) Authority
	76	Yes	<b>5</b>	8	*	8	#o	CONUSA (£)
	Yes	8	Fo	8	8	**	Mo	(g)
\$	No	¥es	H	bal	Yes	Yes	Yes	(h) Change
	COMARO-Required	Maneg't Monitoring of \$/Actions	CASA (IAL)	OASA (IBL)	ASA(IBL)	ASD (I&L) Req	DA Required	(1) Explanation

(0)	Use	1. Control of WA/EU rarticipa-	2. Recommends	Monitoring	3	4. Hone	5. None	6. Statistical	PI	7. Pleaning	during to	-	C 277	(		2	-
(x)	Fwd	Yes	Yes		Yes	Yes	Yes	# o		Yes	A-111-13	14					
Œ	Disposition Input   Re	No	No		No	No San	No See	No		No. SES	14.7		¥. 4				
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(9)	Remarks											Cost	The second of th				,

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- Report is used to maintain surveillance over the Small Business set-aside program and evaluate efforts of Small Business Advisors at CONUSA commands. Reports are disposed of at end of each fiscal year. Data obtained is not used as input for other reports.
- Report serves no useful purpose to HQ CONARC. It is reviewed for compliance with established requirements and is forwarded to Comptroller of the Army (DACA-FIS-C). Final disposition at DA is not known nor is information available on input for other DA reports.
- OASA (I&L). Report is used at HQ CONARC to maintain surveillance over actions taken under the provisions of PL 85-804. Data is not used as input for other CONARC reports. Report is reviewed for compliance with established requirements and then forwarded to DA Army Contract Adjustment Board,
- Report serves no useful purpose at HQ CONARC. Reports are consolidated and forwarded to DA, OASA (IGL). Final disposition is not known nor is information available as to input for other reports.
- Same as for report 4.
- Not received at CONARC.

7.

Rescinded.

## CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE\_\_\_3 [7] 7] BESIGN
BRANCH
SECTION

HAME OF INDIVIDUAL CONTACTED MES. CENTERAL

FUNCTIONAL AREA (S)

DATE OF INTERVIEW 17 APR 1972

PHONE # 6402

		5. Report of Exchange/Sale Transactions	t. Pibricientage of Signifi-	3. Tebor Standard Enforcement	2. Hork Stoppage Report (DB Form 1597)	1. Monthly Procurement Summary by Purch Off (55 Form 1057)	0. Individual Procurement Action Report (DD Form 350)	Measuresent & Evaluation	OHARG Form #37-242B)	(a) Title/Name of Report
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	23 Kar 71	DOD Instruc	ASPR 8-202	ASPR 12-107	ASPR 12-101	ASPR 21-200	ASPR 21-100	AR 11-10, 20 How 70 App B-3	T04-1 day	(e) Authority
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		ECSIDG-DA	DOD	DA Required	DA Required	DD Required	DB Required	DA Required	COMARC Required	(1) Explanation

CONUSA Survey (cont)

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1 - Unsupported position I.A.W. 4 Feb 72 AUACC as implemented by DT, AUABA-C, dtd 5 Apr 72.	37 <b>- 1</b> 2 - 12 - 12 - 12 - 12 - 12 - 12 - 12		H H	370					Remarks	(9)

CONARC Disposition

- 8. Rescinded.
- Rescinded.

9.

- Not received at CONARC.
- Not received at CONARC.

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- 12. Report is used to maintain surveillance over labor matters that may impact adversely on contract performance. Reports are evaluated and impact statements and recommendations furnished to DA Labor Advisor, OASA (IGL). Data is not used for other CONARC reports. Final disposition at DA is not known.
- 13. Report is used to maintain surveillance over purchasing office efforts to insure compliance with labor requirements (statutory) of contracts. Reports are forwarded to DA Labor Advisor, OASA (IGL). Data is not used for other CONARC reports. Final disposition at DA is not known.
- 14. CONARC reports. Upon receipt of DA response, data is transmitted to originating Army command and installation. Report is used to maintain surveillance over actions to terminate contracts that may have a significant impact on local communities. Reports are forwarded to DA Legislative Liaison, OCLL (SACLL) and ASA (I&L). Data is not used for other
- reports. Final disposition at DA is not known. Report is of no value to HQ CONARC. Data is forwarded to DA DCSLOG (LOG-PURM). Data is not used for other CONARC

15.

### CONUSA ANALYSIS SUB-FUNCTIONAL AREA/LOGISTICS PLANS AND OPERATIONS

- 1. CONUSA Findings. The Plans and Operations Division of DCSLOG provides principal assistance to the Command Logistics Readiness Officer (the DCSLOG) to implement the Logistics Readiness Program (AR 11-14). The division develops and coordinates supporting logistical plans and the logistics portions of command war defense, civil defense, mobilization, survival measures and other emergency, special and contingency plans, and reviews plans of higher, lower and adjacent headquarters (including other services where appropriate) to insure continuity and adequacy of logistical support. Supervises the logistical implementation of plans and develops logistic objectives and procedures and coordinates logistical support of maneuvers, field exercises, command post exercises and special operations. Coordinates missions assigned to the 22d Field Army Support Command and administrative and logistical support of LOGEX. Coordinates the DCSLOG Mobilization Designee program and coordinates support planning and logistical activities including annual training of Reserve Components. Coordinates logistical actions and correspondence of an operational nature involving two or more DCSLOG divisions. Coordinates administrative and logistical matters pertaining to the Safeguard ABM Program.
- a. P&O Division is the intermediate activity in logistical planning and operational logistical matters between higher head-quarters at CONARC and DA, and subordinate Active Army and Reserve Component installations and activities. It is the principal staff element within CONUSA for logistics readiness matters. The division responds to direction and requirements from CONARC and tasks, assists, supports and supervises CONUSA subordinate elements. It also coordinates logistical plans with adjacent headquarters including other services to insure continuity and adequacy of logistical support in any matter crossing boundarys. Manages eight recurring readiness reports (Inclosure 1).
- b. Installations/activities are tasked to provide supporting plans and logistical plan input and logistics readiness status information for Active Army and Reserve Components. During operations, a LOGSTAT (Logistics Status) Report may be required. CONUSA provides guidance and direction to installations/activities in the form of plans, directives, information letters, regulations and supplements to other regulations.
- c. P&O Division provides CONARC with plans, readiness reports and supporting management data as well as periodic liaison and inspection reports.
- d. DA requirements are normally received through CONARC. CONARC then implements and provides guidance tailored to CONUSA capabilities. During operations (when AOC-EOC become active) directions or requests for information may come direct from DA with CONARC informed after the fact.

### 2. Validation of Installation Survey Conclusions.

- a. Based on the findings of the CONUSA survey, there are no recommended changes to the installation procedures outlined for type organizations I, II and III. Logistics Plans and Operations was not surveyed as a functional area at installation level, but is considered to have significant importance at Major Command level.
  - b. N/A For the reasons stated above.

### 3. Sub-Function/Report Evaluation.

a. There are 23 sub-functions of Logistics Plans and Operations (1A Memo 10-1), eight reports (Inclosure 1), and 19 authorized personnel, organized as follows:

(1)	Office of the Chief	2 Off	2 Civ
(2)	Plans Branch	3 Off	3 Civ
(3)	Operations Branch	4 Off	2 Civ
(4)	Log Readiness Branch	<u>1</u> Off	<u>2</u> Civ
		10	9

b. Available authorized personnel spaces, management functions to be performed, and reports associated with the sub-function are discussed in the following categories:

### (1) Area Command.

### (a) Spaces.

- 2 Officer spaces are retained from the Plans Branch, P&O Division, DCSLOG, CONUSA.
- 2 Officer spaces are retained from the Operations Branch, P&O Division, DCSLOG, CONUSA.
- 3 Officer spaces are retained from the Log Readiness Branch, P&O Division, DCSLOG, CONUSA.
- 7 Sub-total

### (b) Functions.

- $\underline{\mathbf{1}}$  Provides principal assistance to the Command Logistics Readiness Officer to implement the Logistics Readiness Program (AR 11-14).
- <u>2</u> Develops supporting logistical plans; coordinates and reviews in detail the logistics portions of the command defense, civil defense, survival measures and other emergency plans.
- <u>3</u> Provides the Logistics representative to the Office of Emergency Preparedness (OEP) Regional Preparedness Committees and the Office of Civil Defense (OCD) Regional Civil Defense Coordinating Boards.

- 4 Coordinates the Logistics Mobilization Designee Program.
- $\underline{5}$  Coordinates support planning and logistical activities including annual training of Reserve Components.
- $\underline{6}$  Coordinates preparation and review of unit and materiel readiness reporting instructions as they pertain to Army Reserve units.
- 7 Assures timely and accurate review of unit readiness reports submitted IAW the provisions of AR 135-8.
- (c) Reports. Three Area Command Reports are at Inclosure 1; items 6,  $\overline{7}$  and 8.
  - (2) Force Command. N/A
  - (3) D&T Command. N/A
  - (4) Both Force Command and D&T Command.
- (a) <u>Spaces</u>. Twelve military and civilian authorized CONUSA spaces are available to be divided between the commands.
- (b) <u>Functions</u>. Logistics Plans, Operations and Readiness functions apply to both commands (1A Memo 10-1).
- (c) Reports. All eight reports at Inclosure 1 are applicable to Force Command. Items 1 and 2, inclosure 1 also apply to D&T Command.
  - (5) Installation. None
  - (6) DA and Other. None
  - (7) Eliminate. None
- c. No information flow problems were observed; however, it must be recognized that certain management is provided through the requirements of CONARC unique directives (e.g., CON Pam 700-1) and should continue to be perpetuated by the new major commands where applicable. This management information serves a multiplicity of purposes and satisfies many requirements established by higher and lateral headquarters.

### 4. Conclusions.

a. <u>Functions</u>. The Logistics Plans and Operations Sub-function is applicable to both Force and D&T Commands. Of the 23 sub-functions outlined in 1A Memo 10-1, eight are applicable to USAR/Area Command, (two of which apply to Force Command and D&T Command Active Army as well as Reserve Components), two apply to D&T Command only, and thirteen apply to both Force and D&T Commands.

- b. <u>Spaces</u>. Of the 19 authorized CONUSA personnel spaces, seven are retained for the Area Command Logistics Plans and Operations sub-functions, and twelve authorized CONUSA spaces are available for allocation between Force and D&T Commands.
- c. Reports. There are currently eight recurring reports all of which are applicable to Force Command (three from Area Command), and two which are also applicable to D&T Command.
- d. <u>Information Flow</u>. No information flow problems were observed; however, certain CONARC unique directives should be examined to determine what management information is available and to insure that it is captured.

### 5. Recommendations.

- a. <u>Functions</u>. The 23 sub-functions of P&O should be assigned as follows:
  - \* 8 Area Command
  - \* 2 D&T Command
  - \*13 Force and D&T Commands

\*Duplicate responsibilities considered.

- b. Spaces. The 19 authorized CONUSA spaces available for reallocation should be distributed as follows:
  - 7 Area Command
  - 12 Force and D&T Commands
  - c. Reports. Eight current reports are required as follows:
  - 3 Area Command and Force Command
  - 2 D&T Command and Force Command
  - 3 Force Command
- d. <u>Information Flow</u>. Attention should be given to management information obtained as a result of CONARC unique directives to insure the same information will be available to the new major commands.

### REPORTS COLLECTION FORM CONUSA SURVEY

DATE OF INTERVIEW 18 Apr 72

MANUE DE STAFF SECTION OFFICE. . DIVISION PRO LOgistics Readiness SECTION DOSTOG

FUNCTIONAL AREA (S) Log Readiness

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MANS OF INDIVIDUAL CONTACTED LTC Henderson

4. Deployment Readiness Report my automated unit readiness Reporting System(AAURRS) DA Automated Operational Readilogistics Summary and Sval-Special . STRAF I-Lation of Unit ness Reporting (REDOPS) Form 2715 Series Title Aleme of Report Tament Program Readiness Report Ē 3 1 ne 38 ATOPS-116 (Feeder for JUS 1052 & 1063) (R-1)(MIN) 109-CSGDO-23 (R-1) (MIN) CSGPO-265 (R3) ATOP -39 (R-3) S 3 M M 6 X punch cards × Operations Operations Supply Ity Operations with Installation level assistance lation DIO Unit level : DIO at Instal. Origination (d) pame as Titl Suppl by CONARC & 1A AR 220-1 & 1A Suppl 1 to AR 220-1 26 May & 1 Suppl 1 to AR 220-1 AR 220-1 leg 525-3 Suppl 1 to AR220-1 & AR 220-100N O/LR Ltrs CONARC ATLC CON/USARRED AR 220-10 AR220-1 00N Suppl 1 to Authority E CONUSA E 3 8 8 3 No COMARC YES S YES 8 6 H YES TES YES TES Change YES 8 When it is known that report re inaccurate and/or in-Correction of errors, realprepare a command-wide report Installation Reports are readiness of equip, considercomplete. When reported equipment shor location of equip, considera-tion of items in process of issue to unit, restand and analys to ation of items in process of issue to Unit (PAR 2-9, subjective judgement AR 220-1) Correction of errors, recomreported army excess assets. from lower priority units an ages and repair parts are available by redistribution mendations from Unit commande Explanation E 376

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### (r) CONARC Disposition

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116	-323
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2. RCS CSGP0-265 (R3) ATOPS-39(R3) 3. RCS SAOSA-109

Same as above. Received separately by CONARC DCSLOG, AMC and DA DCSLOG. CONARC takes necessary corrective action and provides required support to the units.

RCS CSGDO-23 (RI)

Same as 1. above.

Same as 1. a

RCS ATOPS-52 (RI) (Feeder for JCS 1052 & 1063)

# CONUSA SURVEY BEFORTS COLLECTION FORM

NAME OF STAPY SECTION OFFICE DOSIOG PAO DIVISION PAO SECTION SECTION

MANE OF INDIVIDUAL CONTACTED LTC Henderson

DATE OF INTERVIEW 18 ADT 72

FUNCTIONAL AREA (S) Log Readiness

6053

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Command Summary Svaluation of Besarva Component Unit		Reserve Component Equipment Readiness Improvement Plan	Reserve Component Unit Readiness Report (DA Form 2841)	(a) Title/Name of Report
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71 DAAG-ASM & DAAR-LOG, Subdy: sales (DR-1) AR 135-8, CON Suppl 1 & 1A Suppl 1 to AR 135-8	Subj: Equip. Subj: Equip. Readiness Improvement Plan (U) HCS SAUSA- 100 & 17 Dec	DA thre 8	AR 135-8 Suppl by 00 & 14 Suppl 1 to AR	(a) Authority
₹		NO	×6	(£)
NO	•	YES	NO	(g)
TES		YES	ES	(h) Change
MUSARC/State AG submissions of Summary Evaluation of reporting Units are used for input to 1A submission to CONARC.	shortages, when changes occur during la review and when errors are detected.	Par 2-2g(1), AR 135-8.  Par 2-2g(1), AR 135-8.  This report is changed when assets are available for	Correction of errors, recom- mendations and justifications in Sect E by Unit Commanders, reallocation of resources.	(1) Explanation

OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON DC MA--ETC F/6 15/5 FUNCTIONAL STUDY OF CONUSA MANAGEMENT CONUSA ANALYSIS.(U) MAY 72 AD-A047 035 UNCLASSIFIED NL 5 OF 9 HINT HE 

CONUSA Survey (cont)

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(r) CONARC Disposition

RCS SAOSA-109 (R-1)

RCS CSGP0-313

Same as I above.

CONARC DCSLOG takes necessary staff action, consolidates and forward

### CONUSA ANALYSIS SUB-FUNCTIONAL AREA - LOGISTICS MANAGEMENT

- 1. CONUSA Findings. Logistics Management Division of DCSLOG is responsible for supervising formulation of these parts of the Command Operating Program and Command Operating Budget for which DCSLOG is responsible, and coordinates distribution and management of resources applicable to the logistics area as reflected therein. Coordinates, develops and prepares applicable portions of Budget Execution Review, financial management reports, Commander's Narrative Analysis for the Command Operating Budget and quarterly review of bgistics programs. Responsible for coordinating and staffing organization, manpower and functions actions and management improvement actions for DCSLOG. Acts as DCSLOG primary representative on all matters of machine application including research and actions toward mechanization of logistical operations. Provides assistance to installations in developing installation logistic systems.
- a. Logistics Management Division coordinates, supervises and finalizes management actions which involve other DCSLOG sub-elements and is the intermediate management activity between Active Army and Reserve Component installations/activities and higher headquarters at CONARC and DA. The division rs s to direction and requirements from CONARC and tasks, ass upports CONUSA subordinate CONARC, and field agencies of DA, summas the Logistics Doctrine, Systems and Readiness Agency (LDSRA) in determining management applications for logistics sytems. This division normally prepares, in part or whole, information for 21 reports wherein the major effort is expended toward obtaining input and feeder information from subordinate and/or lateral elements; analyzing, consolidating and preparing within area of interest, reports to higher headquarters. Additionally, a major portion of effort is expended toward providing area of interest position input to other proponents of reports (e.g., Comptroller); however, this is normally done in a relatively informal manner.
- b. Installations and other subordinate activities are tasked to provide logistical estimates, budget and financial support data and other management information which, when analyzed and assembled, provides management tools for CONUSA and input segments for reporting to higher headquarters. CONUSA provides guidance and direction to installations/activities in the form of plans, programs, budget guidance, directives, information letters, regulations and supplements to other regulations. The operational requirement of subordinate elements, especially with regard to logistical funding constraints, causes positive support response by CONUSA.
- c. This division normally coordinates reports, budget management and internal logistical management for the DCSLOG. Relatively minimal action is taken in direct support of CONARC.
- d. DA requirements (other than quick reaction requirements or detailed logistical interchange with LDSRA) are normally received through CONARC. CONARC then implements and provides guidance tailored to CONUSA capabilities.

### 2. Validation of Installation Survey Conclusions.

a. Based on the findings of the CONUSA Survey, there are no recommended changes to the installation procedures outlined for type organizations I, II and III. Logistics Management Division was not

surveyed as a functional area at installation level, but is considered to have significant importance at Major Command level.

b. Not applicable for the reasons stated above.

### 3. Sub-Function/Report Evaluation.

a. There are 21 sub-functions of Logistics Management functions (1A Memo 10-1), 21 reports (Inclosure 1), and ten authorized personnel, organized as follows:

2 Civ

(1) Office of the Chief

(2) Programs-Management Branch 5 Civ

(3) Systems Branch 3 Civ

- b. Available authorized personnel spaces, management functions to be performed and reports associated with the sub-function are discussed in the following categories:
  - (1) Area Command.
  - (a) Spaces.
    - 3 Civilian spaces are retained from the Management Section, Programs-Management Branch.
    - 3 Subtotal
  - (b) Functions.
- I. Supervises formulation of those parts of the Command Operating Program and Command Operating Budget for which DCSLOG is responsible, and coordinates distribution and management of resources applicable to the logistics area as reflected therein. Coordinates preparation to those parts of Budget Execution Review and Financial Management Reports applicable to DCSLOG areas of responsibility. Develops that part of the Commander's Narrative Analysis for the Command Operating Budget, and reviews thereof, applicable to the logistics area. Prepares the quarterly command review of the logistics programs.
- Provides the DCSIOG member of the Program Budget Advisory Working Committee.
- 3. Supervises and coordinates staffing of Schedules X in connection with manpower surveys, requests for TDA changes and personnel adjustments applicable to DCSLOG area of responsibility submitted by activities within the command area. Processes changes to DCSLOG portions of the Headquarters TDA's, and maintains DCSLOG TDA's on a current basis.
- Maintains DCSLOG portion of the Organization and Functions Manual.
- 5. Exercises staff supervision in the development and/or revision of interservice/interdepartmental and intraservice support agreements within the command. Serves as Program Manager for Area Commander and furnishes representative to Area Coordination Groups I and II meetings.
- Coordinates and supervises the Army Resources Conservation (RECON) Program within the command.
- Z. Responsible for coordination and completion of DCSLOG action on GAO, AGI, AAA Reports and certain staff studies.

- 8. Acts as coordinator for the Suggestion Program within DCSLOG.
- 9. Conducts studies and analyses as required pertaining to subjects such as manpower, personnel staffing, missions and functions applicable to DCSLOG areas of responsibility.
- (c) Reports. Fourteen Area Command Reports either to be prepared or providing feed for are items 3, 4, 5, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19 and 20 listed at inclosure 1.
  - (2) Force Command. Not applicable.
  - (3) D&T Command. Not applicable.
  - (4) Both Force Command and D&T Command.
- (a) Spaces. Seven civilian authorized CONUSA spaces are available to be reallocated between the two commands.
  - (b) Functions.
- <u>1</u>. Supervises formulation of those parts of the Command Operating Program and Command Operating Budget for which DCSLOG is responsible, and coordinates distribution and management of resources applicable to the logistics area as reflected therein. Coordinates preparation to those parts of Budget Execution Review and Financial Management Reports applicable to DCSLOG areas of responsibility. Develops that part of the Commander's Narrative Analysis for the Command Operating Budget, and reviews thereof, applicable to the logistics area. Prepares the quarterly command review of the logistics programs.
- $\underline{2}$ . Provides the DCSLOG member of the Program Budget Advisory Working Committee.
- 3. Supervises and coordinates staffing of Schedules X in connection with manpower surveys, requests for TDA changes and personnel adjustments applicable to DCSLOG area of responsibility submitted by installations and activities within the command area. Processes changes to DCSLOG portions of the Headquarters TDA's, and maintains DCSLOG TDA's on a current basis.
- Maintains DCSLOG portion of the Organization and Functions Manual.
- 5. Coordinates assignment to subordinate headquarters of missions, basing responsibilities and satellizations in the logistics area.
- 6. Exercises staff supervision in the development and/or revision of interservice/interdepartmental and intraservice support agreements within the command. Serves as Program Manager for First US Army and furnishes representative to Area Coordination Group meetings.
- $\underline{7}$ . Coordinates and supervises the Army Resources Conservation (RECON) Program within the command.
- Responsible for coordination and completion of DCSLOG action on GAO, AGI, AAA Reports and certain staff studies.
  - 9. Acts as coordinator for the Suggestion Program within DCS LOG.
- 10. Coordinates all activities related to support of the Economic Opportunity Program (Job Corps).

- $\underline{11}$ . Conducts studies and analyses as required pertaining to subjects such as manpower, personnel staffing, missions and functions applicable to DCSLOG areas of responsibility.
- 12. Provides guidance and assistance to the Post Industrial Engineers in surveying, analyzing and recommending changes in Supply, Services and Procurement operations for increasing productivity and reducing work backlog.
- 13. Monitors studies, analyzes reports, and makes recommendations for improvements in procedures and techniques within the Commercial Industrial Type Activity Program.
- 14. As directed, conducts studies to improve management, reduce costs and provide economic justification for changes in DCSLOG areas of responsibility as pertains to Services, Supply, Family Housing and Procurement.
- 15. Acts as the DCSLOG primary representative on all matters of machine application to include research and actions toward mechanization of logistical operations.
- 16. Develops procedures for mechanization of reports and systems, and supervises the application of procedures as pertains to logistic activities in ADPS and PCM throughout the command in coordination with MISO.
- 17. Provides assistance and representation as required for all ADPS projects which involve mechanization of logistics data; e.g., BASOPS, SAILS.
- 18. Performs special studies and administers special projects within DCSLOG regarding logistics mechanization.
- 19. Implements within the headquarters and subordinate installations, in coordination with functional area specialists, all mechanized logistic requirements received or directed by higher headquarters.
- $\underline{20}$ . Monitors and revises where required established mechanized logistics reporting systems.
- $\underline{21}$ . Provides assistance to installations desiring to develop installation logistic systems.
- c. Reports. All reports are applicable to Forces Command. All reports except items 18 and 19, inclosure 1, are applicable to D&T Command.
  - (5) Installation None.
  - (6) Eliminate None.
- c. No information flow problems were encountered. However, it must be recognized that management information provided through the requirements of CONARC unique directives (e.g., CON Reg 1-9) should be perpetuated by each of the major commands where applicable. This management information serves a multiplicity of purposes and satisfies many requirements established by higher and lateral headquarters.
  - d. Not applicable.

### 4. Conclusions.

- a. Functions. The Logistics Management sub-function is applicable to both Force and D&T Commands, and to a significantly lesser degree, to Area Commands. Of the 21 Logistics Management sub-functions, nine are applicable to Area Commands, and all are applicable to Force and D&T Commands.
- b. Spaces. Of the ten personnel spaces authorized to CONUSA, three are retained for the Area Command and seven are available for reallocation between Force and D&T Commands.
- c. Reports. There are currently 21 recurring reports, prepared in part or wholly, all of which are required. Of these 14 are applicable to Area Commands, and all are applicable to Force and D&T Commands.
- d. Information Flow. While no information flow problems were found, certain management information, applicable to the new commands, is derived from CONARC unique directives which should be examined to determine what information is available and to insure that it is captured.

### 5. Recommendations.

- a. Functions. The 21 Logistics Management sub-functions should be assigned as follows:
  - 9 Area Commands
  - 21 Force and D&T Commands
- b. Spaces. The ten authorized CONUSA spaces available for reallocation should be distributed as follows:
  - 3 Area Command
  - 7 Force and D&T Commands
- c. Reports. Twenty-one current reports should be required as follows:
  - 14 Area Command
  - 21 Force and D&T Commands
- d. Information Flow. Attention should be given to management information obtained as a result of CONARC unique directives to insure the same information will be available to the new major commands.

REPORTS COLLECTION FORM

DIVISION TO CHOOL DOWNER SECTION

HAME OF INDIVIDUAL CONTACTED I'm. Buyer

DATE OF INTERVIEW 19 ipr 72

FUNCTIONAL AREA (S) Log-light Div

PHONE # 677-6306/6307

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(a) Title/Name of Report	RCS PCS	E (c		(d) Origination	(e) Authority	(£)	(g) :	(h) Change	(1) Explanation
valuation of CITA/CSS	Budget 1044	- ><	1	OSEN THE TEST	AP 235-5 & Con Suppl 1	NO	.110	Ott	
2. Inventory of CITA	DD-IAI(N 799	×		шо	Ditto,	, No	NO	· 18	•
3. Cost Reduction Program Area Summary	1613 1613	×		All Staff Section	AR 11-70, CON Supp 1, 1A Supp 1	NO	<b>N</b>	NO	May reject savings data submitted by Insti
4. Interservice/Inter Departmental Support Report	DD-DSA(31) 150-8	×		DIC DCSCO)PT	AR 700-39 CON Rog 1-9 14 Reg 700- 26	ğ	 	N	387
5. Interscryice/Inter Departmental intraservice Support Agreement	ATLCG-	<b>H</b>		DIO DOSCOIPT	Con Reg 1-9	NO	Ŋ	No	
6. US Army Support of MASA	DD-DTE (51)742	×		DIO DOSCOMPT	5030.18 5030.18	TO T	10	160	
7. Request for Authority to Istablish a Commercial-Industrial Activity	DD-IÒI (AR) 733	×		mo-dad, ces, Pu m	AR 235-5 Con Suppl 1	МО	NO .	No	
			•						
		Protest Protest (STATE)	THE STREET, SALES	SERVING SERVIN	Management of the State of the	Benefit Manual Manual Co.	PRINCIPAL PROPERTY OF SERVICE SERVICES	principal property (2000)	Michigan Company of the Company of t

			Ħ	Feeder Data X	Mgt Tool Feeder Data X	Foeder Data X	Mgt Tool Feeder Data X	Ngt Tool Feeder Data X	Ngt Tool Feeder Data X	Fwd Input Rei	(7)
										Retained	(B)
		-	CONARC	CONAIC	CELAKOO	CONARC	COMARC	CONARC	CONARC	Fwd to	<u>(a)</u>
i		* 1	•		-		•			Rpts to Inst	(0)
		e e e e e e e e e e e e e e e e e e e	*01/13	ממ	CONTARC	DOD		*OMB	*0113	Initiated by	
						•				Rqmt	
							-		ω	Personne l	9
							•	-		Actual	
	**11 Personnel, including overhead, function together in this area,	*Office of Management & Budget (Executive Branch)								Remarks	(b)

### CONARC Disposition

- . RCS Budget 1044 CONARC DCSLOG exercises approval/disapproval authority.
- RCS DD-I & L (N) CONARC DCSLOG uses as a management tool. Consolidates and forwards to DA 799
- RCS CSGLD 1613 CONUSA reports are consolidated by cost reduction area and forwarded to DA.
- 4. RCS DD-DSA (SA) CONARC is informational recipient only.
  150-S
- RCS ATLOG 340 Received by CONARC for use as a reference in installation, planning and support matters. Not forwarded.
- RCS DD-DRE Received, consolidated and forwarded to DA semi-annually. Serves as a reference showing support provided NASA by CONUSA.

  (AR) 733
- RCS DD-I & I These are "one of a kind" reports which are staffed and forwarded to DA.

## CONUSA SUKVEY REPORTS COLLECTION FORM

DIVISION Log-light
BRANCH
SECTION DOUTLOG

MAME OF INDIVIDUAL CONTACTED Mr. Bayer

DATE OF INTERVIEW 19 Apr 72

FUNCTIONAL AREA (S) Loz-Kent Div

PHONE # 677-6306/6307

	-		-		ture.		-		
(a) Title/Name of Report	RCS -	in (c)		(d) Origination	(e) Authority	(f)	(&)	(h) Change	(1) Explanation
my Support of Dept of Labor	DD-M 974	·×		mo pesconti	DA Ltr DA Ltr 16 Dec 70	8	 Vo	NO	
9. Command Operating Dudget (CDB)	ATCOM-	×	·	шо.	IJ/A	W/A	N/A	N/A	
10. Procedures for Frogramming Effecting Program Changes	ATCOM-46	×		шо	N/A .	N/A	N/A	N/A	390
11. Agat Improvement Program	TOT VICON-	×		MO COMPT	N/A	Ŋ	, on	YES	Accept, reject or revise proposed programs
12. Minancial Ngmt Report	AT0011- 156	× .		DIO	N/N	N/A	N/A	N/A	
1. Jser Changes Report	DD-COIP (A) 771	×		DIO	II/A	N/A	N/A	N/A	
14. Status of AOB	030ELD 218	×		DICO	N/A	N/A	N/A	N/A	
15. Kanpower Utilization Survey	csron-76	×		OPSTIC COMPT	II/A	N/A	N/A	N/A	
16. Ney Installation Office Listing	IPC-5400	×		DIO	V/E	N/A	N/N	N/A	
17. Active any Orga'l Master List	IPC-1534	×		DIO	N/A	N/A	N/A	N/A	

CUNUSA Survey (cont.)

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		*			×	×		×	×	Input Ret	3
			×	pot						Retained	(B)
DPC	DPC	DCSOT			DOSCOMPT	DCSCOMT	DOSCONTI	DCSCOIPT	CONARC	Fwd to	(n)
					-			•		Rpts to Inst	(6)
e & .				DCSCOLPT					DA	Initiated by	(0)
					•	-				Rqmt	
				,			•			Auth	(9)
								•		Actual	
			39	21	=	Same remark	Same remark	Feeder data for DCSCOMPT, the Staff Section responsible for the total report.		Remarks	(4)

- 8. RCS DD-M974 Forwarded direct from installation to DA DCSPER CONARC is information only
- 9. RCS ATCOM 105. Not received by DCSLOG.
- 10. RCS ATCOM 46 Same as above.
- 11. RCS ATCOM 101 Same as above.
- 12. RCS ATCOM 156 Same as above.
- 13. RCS DD-COMP (A)-771 Not applicable.
- 14. RCS CSGLD 218 Not applicable.
- 15. RCS CSFOR 76 Not received by DCSLOG.
- 16. RCS DPC 5406 Not applicable.
- 17; RCS DPS 1534 Not applicable.

## CONUSA SURVEY REPORTS COLLECTION FORM

HAME OF STAFF SECTION/OFFICE DOS BRANCH SECTION

FUNCTIONAL AREA (S) Log-light DATE OF INTERVIEW 19 Apr 72

PHONE # 677-6306/6307

		0	21. 9	20. R	19. U	:	)	
			21. Set of Drug Abuse Program	20. Review of Reports Preparing Agency Comments & Recommendations	19. USAP Unit Organization Master List	List	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED
			MED 278	THO	正0-2560	DPC-2515	(b) RCS	TACTED
			×	×	×	· ×	, E	Mr. Bayer
		,					(c)	yer
			SURG DCSCOMPT DIO	CARO	DIO .	OIQ .	(d) Origination	
			N/A	N/A	N/A	,N/A	(e) Authority	<b>-</b>
			N/A	N/A	N/A	N/A	VS/IKOO (£)	
			N/A	N/A	N/A	N/A	(g)	PHONE #
			N/A	N/A	N/A	N/A	(h) Change	677-6306/6307
-11							(1) Explanation	307
			393					
							1	

WHUSA SURVEY (CORE)

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ž.				. ×	×	×	×	Fwd	8
								Input	3
								Input Retained	(B)
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								Rpts to Inst Initiated by	
		-	•	•				Rqmt	
								Personne l	(p)
			As •					Actual	
								Remarks	(9)

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ONARC	
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- RCS DPC -2515 Not applicable.
- RCS DPC 2560 Not applicable.
  RCS CSCAP 140 Not applicable.
  RCS MED 278 Not applicable



### 1. CONUSA Findings.

- a. The FUSA plays the role of technical reviewer, approval authority (within authorized dollar limits) and evaluation of priorities in relation to the construction input received from the installations. There are 18 authorized FUSA personnel to process the MCA, Minor MCA and O&MA construction projects. The FUSA performs the following functions: Advises the installation as to projects to be finalized for urgent minor construction and for O&MA supported projects, consolidates the installation projects, sets priorities and forwards to CONARC for review and submission to DA, files minor construction projects and upon availability of funds (primarily year end) notification is given to the installations to issue the invitation for bids. The FUSA is staffed to provide technical review and to monitor and assist the installations in the preparation of the master construction programs. There are four reports submitted by installations in the construction program and three MCAR and MCARNG reports submitted to cover the Reserve Component construction program.
- b. The FUSA requires an annual installation input on the MCA program and provides dollar guidance to the installations. Using this guidance and the installation master plan the construction projects are forwarded. FUSA provides technical review of the installation input and through the FUSA installation planning board project priorities are established. FUSA notifies the installations which projects are to be prepared for detail submission. This branch breaks out the year end funds and assists the installation in obligating the funds so the projects can proceed.
- c. The FUSA establishes the priorities for projects and informs CONARC of the requirements of the installations. The Engineer Division does the technical analysis and CONARC monitors and reviews the submission. FUSA utilizes draft DA guidance to facilitate the preparation of the short range construction program.
- d. FUSA receives the CONARC priority list and notifies the installations to finalize the construction submission and reviews the final installation submission and forwards direct to DA. DA makes direct inquiry to the FUSA as to the nature of the requirement for various projects during the finalization of the DA submission to DOD. Upon approval of the projects the funding returns through Office of the Chief of Engineers and the FUSA deals direct with the division and district engineers.

### 2. Validation of Installation Survey Conclusions.

Based on the CONUSA findings there is no need to change the recommended procedures. Technical engineer support is rendered by the installation to the Reserve Components and the recommended procedures will function in the organizational concepts I, II or III.

### Function/Report Evaluation.

- a. The FUSA is currently authorized 18 spaces to perform this function with 7 reports associated with the actions. (Inclosure 1). The list of reports also describes the disposition of the reports by CONARC.
- b. Personnel spaces, functions and reports are discussed in the following categories:

(1) Area Command. Three individuals should be authorized in each Area Command to process the Reserve Component construction plan and to monitor three reports submitted on the plan. The Area Commander requires a staff element with the capability to review the project plans, establish priorities and to recommand approval of those minor construction and O&MA projects within the authorized threshold. By maintaining an up-to-date master plan this branch can facilitate the long range planning of the Area Commander. The following reports are associated with Reserve Components:

### Reports

RCS	NAME	OFFICE	AUTOMATED or MANUAL
DD-1&L(Q)802	MCAR & MCARNG Major Program Reporting	DCSLOG	Manual
DD-1&L(SA)577	MCAR & MCARNG Minor Construction, Restor- ation of Damage and Repair	DCSLOG	Manual ·
CSRES-177	MCAR & MCARNG Annual Program Submission	DCSLOG	Manual

- (2) Force Command N/A
- (3) D&T Command N/A
- (4) Both Force Command and D&T Command. This function will require 7 personnel spaces to process 4 reports, and perform the following functions: Each Command must maintain a current installation overlay depiciting the status of construction projects and maintain the technical expertise to review installation submissions for future projects. This branch will recommend to the Major Commander the approval of minor construction and O&MA funded projects that are within the Major Commanders threshold approval authority. A major command review board will be conducted to establish the priorities of all of the projects within the command and projects that can utilize year end funds will be finalized and prepared for bid. This staff section would maintain liaison with the division and district engineers on projects and approve the design specifications as the project is developed. Final acceptance of facilities completed by the engineers will be accomplished by the installation and the Major Command Engineer Office. This staff section should be the focal point for special construction projects i.e., Modern Volunteer Army projects and expansion of Officer Candidate School (OCS) facilities. The following reports are associated with this function:

### Reports

RCS	NAME	OFFICE	AUTOMATED or MANUAL
ATLOG 208	Minor MCA Projects Report	DCSLOG	Manual
CSGLD 594	MCA Program Reporting	DCSLOG	Manual
ENG-126	Master Planning for permanent Army Installations	DCSLOG	Manual
CRES-117	Inventory and Station- ing Plan	DCSLOG	Manual

- 5. Installation None
- 6. DA and Other None
- 7. Eliminate One clerical space is eliminated. The workload does not justify three stenographers and the authorization of two will provide the capability to accomplish the mission.

### 4. CONCLUSION:

- a. The Area Command will be authorized three personnel to direct and monitor the MCAR program. The Area Commander will be delegated the MCAR threshold approval authority currently granted the CONUSA's by CONARC. The three reports submitted by Reserve Components will be monitored and priorities established with technical reviews conducted to insure the faasibility of each project submitted. The master plan will be monitored and the long range program maintained so as to provided a viable planning tool for the dommander.
- b. Each major command will be authorized 7 personnel to monitor the construction program, establish priorities of projects and provide technical assistance to the installations in the finalization of the projects to be submitted to DA. The dollar guidance is broken out by the command to each installation and those selected projects are finalized for submission. The command maintains by priority those projects that may be funded by year end funds and facilitates the obligation committments required by the installation. This division will monitor the 4 reports submitted on the construction program and monitor special construction projects directed by DA.
- c. The installation construction program remains unchanged and the funding and contact between the command and OCE will continue. The installation engineers will support and provide technical assistance to the Reserve Components.

### 5. Recommendations.

- a. That the Area Command, D&T Command and Force Command Headquarters be provided the engineer construction staff capability described above.
- b. That the installation, DA and OCE functions remain unchanged. Active assistance must be provided by each command headquarters to insure a viable construction program.

## REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE
DIVISION Engineer
SRANCH Installations and Plans
SECTION Construction Req

FUNCTIONAL AREA (S) MCA

DATE OF INTERVIEW 20 April

PHONE & 2521

MANE OF INDIVIDUAL CONTACTED Mr. Brown

E (2) MCA Program Reporting (7) MCAR & MCARNO Annual Program (5) MCAR & MCARNG Major Program (h) Inventory and Stationing CRES-117 (3) MASTER Planning for Submission.

DA 3491-R, 3491-1-R

1390s, 1391/1391c. MCAR & MCARNO Minor Construction, ID-I&L SA)577
Restoration of Damage & Repair
DD Form 1406 Reporting DD Form 14:05 Plan Permanent Army Minor Installations DA Forms 1390-1391 Title/Name of Report MCA Projects Repor DD-1&L(Q)802 CSGLD 594 ATLOG 208 CSRES-17 ENG-126 RCS CS × × × × le ! 1 DFAE DFAE lA DFAE Origination 3 CON Reg 415-35 AR 140-178 AR 210-20 AR 415-15 AR 140-478 AR 135-6 AR 135-6 Authority 3 CONTUSA No £ No No No CONARC No Yes No No 8 . No No Yes Yes Change E develop report. Review and analyzes dat Reviews and establishes DCSLOG Engr and DCSRF submitted. Army priorities reported. Review and corrects dat TAB A Explanation E 399

CLAUSA SHIVEY (CORE)

	0	Assists in developing MCAR Program	Controls Master Planning to ensure compliance with reg.	Controls Army MCA program. i rms CG on status.	Reviews and corrects lata report-	Use	(3)
		Yes	Yes	yes	Yes	Fwd	3
		No	No	Yes	Yes	Disposition Re	8
		No	No	No	No		(B)
		DA - cy to CONARC	CONARC	CONARC then DA	CONARC	-	(n)
		•	rmy comment ed back to instl	Resume of Army priori ties for warded to instl	Corrected copy return ed to instl	100	(0)
1			1	1A	Į A	12.	
	•	۲	ω	4	-	Rqmt	
1		1	ω	4.	٠	Personnel Auth	(g)
		1	w -	4	· <b>F</b> -	>	
		400	Col. J All lA Staff agencies are required to review program in so far as it has an effect on their staff responsibilities.	Col. J Controls and updates MCA short - intermediate and long range construction programs.	Army to report funding and essential progress of approved project	1	(9)

3

### CONARC Disposition

- (1) Used at CONARC for management control in obligation of funds. Report not forwarded.
- (2) Compile and submit to DA the annual, five-year and long range construction program in priority order.
- (3) Review and provide technical comments on installation master plans. Forward to DA with recommendations.
- (4) File and reference material.

  Retain one copy, forward one copy to DA.
- (5) File and reference material.
  Retain one copy, forward one copy to DA.
- (6) File & reference material.
- (7) Compile and submit to DA the annual, five-year and long range construction program in prigrity

CONUSA ANALYSIS STOCK FUND

### CONUSA Findings.

- a. This section is a summarization of the current role of the FUSA as it relates to the Army Stock Fund. The Stock Fund program director at the FUSA manages the sub-home office of the CONARC Division, Army Stock Fund and consolidates installation reports, furnishes related logistical and supply gaidance to the installations and coordinates with DA at the request of CONARC on special projects.
- b. Data requirements are placed on the installation through the FUSA as prescribed by CONARC and DA. The requirements are used in the programing and management activities during the execution process of the stock fund operations. FUSA conducts review and analysis of the installation reports to develop immediate corrective action in the form of guidance to installations to assist in achievement of their objectives.
- c. A major function of the FUSA is to consolidate installation reports for submission to higher authority. All statistical data is consolidated and forwarded to the home office. This function as well as other related Stock Fund Management functions are inherent with home office functions to be performed at the D&T and FC home office thereby streamlining budget and guidance flow between the home office and installation branch office as depicted in inclosure 4.
- d. The stock fund management is conducted with the standard organizational structure consisting of a branch office (installation), sub-home office (FUSA) and home office (CONARC). Stock fund management functions are performed at each level to develop and control operations by use of the operating budget porgram. See inclosure 3.
- e. The stock fund operation will continue. Therefore, the present reporting requirements will continue to be performed.
- f. The stock fund operating budget program requires processing and consolidation of 2 principal and 18 suplementary budget, financial, and management reports containing 33 worksheets, exhibits, schedules and statements. Report requirements are established by the Department of the Army and home offices for stock fund management. Inclosure 1 is the CONUSA Survey Report Collection Forms. Inclosure 2 is a digest of the Recurring Report Requirements and tabular expalanation of the budget preparation and inventory management reports associated with the stock fund function. Additional data concerning report preparation is at Inclosure 2.

### 2. Validation of Installation Survey Conclusions.

a. Based on the findings at the FUSA there is no reason to change the recommendations in the installation survey report as related to the elimination of sub-home office stock fund management functions.

### Function/Report Evaluation.

a. The FUSA sub-home office management of the CONARC division of the Army Stock Fund consists of responsibilities between the DCSLOG and DCSCOMPT. The DCSLOG, through the Director of Supply, manages the logistics portion of stock fund activity. The DCSCOMPT, through the Budget Division and Finance and Accounts Office, manages the consumer and stock

fund requirements of stock fund supply activity. This function is performed with the following personnel:

**FUSA** 

ACTUAL

TOTAL

LOG BUD F&AO

7 2 1

10

b. It is proposed to disestablish the sub-home office operation. However, the present command stock fund will remain. Disestablishment of the sub-home office stock fund operation with personnel space authorization and functions disposition will be made in the following manner:

		SPACES	FUNCTIONS
(1)	Area Command	0	0
(2)	Force Command	N/A	N/A
(3)	D&T Command	N/A	N/A
(4)	Both - Force and D&T Commands	10	See inclosure 3
(5)	Installation	0	0
(6)	DA	0	0
(7)	Elimination	0	0

### 4. Conclusions.

- a. The installation survey recommendation eleminating the sub-home office Stock Fund Management function is valid and is substantiated by the FUSA findings.
- b. The establishment of home offices for the FC and D&T Command provides for the continued uninterrupted installation branch office operations.
- c. The standard stock fund organization structure of home office, sub-home office and branch office will be modified to streamline operations using only a home office and branch office level relationship. Therefore, the current functions performed at the sub-home office (FUSA) together with the corresponding spaces will be performed at the home office level.

### Recommendations.

- a. Eliminate the FUSA stock fund management level.
- b. Perform current functions of the FUSA as well as other CONUSA's at the new home offices.

CONUSA SURVEY
REPORTS COLLECTION FORM

0

MAME OF STAFF SECTION/OFFICE DCSLOG
DIVISION Supply
BRANCH Management
SECTION

NAME OF INDIVIDUAL CONTACTED

DATE OF INTERVIEW 17 Apr 72

FUNCTIONAL AREA(S) Stock Fund
AUTOVON 923
PHONE # Miss Morrissey X6206X6207X5933

		7. Worksheet for Computing credits/excess/disposition	6. Worksheet for Computing credits/excess/disposition	5. Worksheet for Computing credits/excess/disposition	4. Stock Fund Budget (3XANN)	3. Stock Status of Hob Res Stocks (Project Code YWV) Quarterly	2. Inventory Management Report		ASF Management Report	(a) Title/Name of Report
		CONARC 343-2-R	CONARC 343-1-R	CONARC 343-R	CSGLD 1111 (R2)	ATLOG 322	ATLOG 73 (SF/ PEMA)		CSGLD 1115 (R5)	(b)
		×	×	, M	×	×	×		M	la C
									×	(c)
	C-I-A-1	DIO	DIO	DIO	COMPT	DIO Sup Div	DIO Sup Div		DIO Sup Div	(d) Origination
		CON REG 11-10	CON REG	CON REG 11-10	CON REG 11-10	CON REG 700-1	CON REG 700-1	1A Reg 37-23	AR 37-111 CON Reg	(e) Authority
					M	**	8		N	(£) CONUSA
					8	<b>8</b>	. · · · · · · · · · · · · · · · · · · ·		8	(g) CONARC
					8	8	80		NO	(h) Change
	Incl	1			When CONUSA's sware of factors; installations are not.	404	(g) Consolidated and converted to RCS CSGLD 1438 format, by CONARC, and forwarded to DA LAW AR 710-1 & AR 37-111	(g) Consolidated by CONARC and forwarded to DA.	(f) Consolidated and forwarded to CONARC.	(1) Explanation

	7. "	6.	5. Facilitate budget preparation.	4. Markup to installation.	3. Analysis comparison of each installation and total USA.	Performance comparison of each installation and total lst Army	1. Analysical Performance Comparison of each installa- tion and total lst Army	Use Use	
1	A.r				CONVARG	CONARC	CONARC	Pad S	
		YES	1000		SEX	1 6	YES	Disposition Input Re	
	YES	YES	YES		No		e NO	(m) Retained	
					CONARC		CONARC	Fwd to	
				Markup CON 211-R Table E CON 212-R Table F	Status Stock Mob Res stocks (Proj Code XWV) Qtr	Hanagement Report ATLOG 73 (SF/PRMA)	ASG Mgmt Re- port RCS CSGLD 1115 (R5) Narrative explanation	Rpts to Inst	
1	Installation	Installation	Installation		Installation	*	Installation	Initiated by	
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	6	6	. 6		6		D. O.	Actual	
					None		NONE		
1					405		NONE	Remarks	(a)
					405				-

CONUSA SURVEY
REPORTS COLLECTION FORM

0

FUNCTIONAL AREA (S)\_

NAME OF STAFF SECTION/OFFICE
DIVISION Supply
BRANCH
SECTION

DCSLOG

DATE OF INTERVIEW 17 Apr 72

AUTOVON 923 X6206X6207X5933

	16. Operating budget CONARC Statement. Statement 5. 204-R	15. Inventory Status and CONARC Transaction Statement 4a. 224-1-R	14. Analysis and Computation C CONARC of Peacetime objectives 205-R Exhibit SF 2 (Retail)	War Reserve Deficiencies CONARC 209-R	12. Analysis of Surcharges and CONARC	11. Analysis of net sales by CONARC materiel category. Statement 6. 300-2-R	materiel category. Statement 6. 300-1-R	9. Analysis of net sales by CONARC materiel category. Statement 6. 300-R		8	(a) (a) (Title/Name of Report R	NAME OF INDIVIDUAL CONTACTED
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												1
C-I-A-2	:							Installation		COMPT-BUD	(d) Origination	
	CON REG 11-10	CON REG 11-10	CON REG 11-10	CON REG 11-10	CON REG 11-10	CON REG 11-10	CON REG 11-10	CON REG 11-10	11-10	CON REG	(e) Authority	
	, :							No		NO	(f)	PI
				•	=	:		NO		NO	(g) CONARC	PHONE # Miss Morrissey
	=	=	=					NO		ON	(h) Change	Morrissey
				CONARC donsiders as part of markup.			406				(1) Explanation	x6206x6207x5933

	17. Relation- ship of sales to AA requirement.	16. Develop requirements	15. Provides info for markup	14. Basis for up.	13.	12. Analysis to past fiscal yr also Oty Supports actual	μ. "	-	9. Supporte breakout on cratement 6.	8. Facilitate budget prepara- tion.	Use	e.
	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONVARC	CONARC	CONARC	CONARC	M	8
	YES	YEST	YES	SEX	SEE	TES	1 2051	YES	YES	YES	Input Re	(k) (1)
	· NO	NO	No	No	No	780	8	ON	N	<b>§</b> '	Retained	(B)
	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	Fwd to	(F)
	RCS CSGLD 1111 (R2)	RCS CSGLD 1111 (RZ)	RCS CSGLD 1111 (R2)	RCS CSCLD	1111 (R2)	RCS CSGLD 1111 (R2)	RCS CSGLD 1111 (R2)	RCS CSGLD 1111 (R2)	RCS CSGLD 1111 (R2)	Markup	Rpts to Inst	(0)
	Installation	Installation	Installation	Installation	Installation	Installation	Installation	Installation	Installation	Installation	Initiated by	
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,	6	6	6	6	6	6	6	6	6	6	Auth	9
	6	. 6	6	6	6	6	. •	6	6	6	Actual	
		Table F follows same format represents AA requirements	CONARC does Qty 00676 from ATCOM 77			Qty - CONARC develops ATOM 77 5	<b>*</b>				Remarks	(b)

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSLOG
BRANCH
SECTION
SECTION

MANE OF INDIVIDUAL CONTACTED Nr. Slabine

DATE OF INTERVIEW 17 Apr 72

FUNCTIONAL AREA (S) STOCK FUND
AUTO

PHONE # MGBS MOTTISMAY X6206X6207X5933

		25. Issue and Inventory Objectives Table E	24. Statement 3. Financial Program Objectives (OSD)	23. Schedule 3 Analysis of cash CONARC (Monthly)	cash (Quarterly)	21. Schedule 6 (Retail) analysis	20. Table III - Local Secondary Item Stratification	19. Exhibit SF-3 (Retail transaction from Stratification to Budget	18. Statement 4 Hodified DN/ Inventory and Transaction DN/ Statement CSGCLD IIII (R2)	Operating program summary CONAR Materiel Category (Schedule X 200-R (Retail)	(a) Title/Name of Report
		CONARC 221-R	CONARC 514-R	CONARC 208-R	CONARC 208-1-R	CONARC 516-R	CONARC 565-R	CONARC 515-R	CONARC 224-R	CONARC 200-R	RCS
		×	×	×	,	×	×	×	н	×	in C
											(c)
	C-I-A-3									Installation	(d) Origination
		CON REG 11-10	CON REG 11-10	CON REG 11-10	CON REG	CON REG 11-10	CON REG 11-10	CON REG 11-10	CON REG 11-10	CON REG 11-10	(e) Authority
District Control of the Control of t	•		:					NO		NO	(f) CONUSA
- Parketta					•			NO.	٠.	No	(g) CONARC
								. 8		No	(h) Change
The second secon		Prepared at CONARC			Prepared at CONARC by DA			408			(t) Explanation

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		28.	27.	26.	0	24.	23.	22.	21.	<b>20.</b>	) 19.	markup submitted by installation and Army after markup.	1	·e	CONU
		CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONVARC	CONAMC	CONAIC	CONALEC	PA.	S	CONUSA Survey (cont)
		YES	YES	YES	SES	SEA	YES	SE SE	3.0 SEA	AESL	82	ğ	Input	(1) Disposition	(cont)
		. 8	N	NO	No	NO	80	. <b>8</b> 5	8	* *	₩	8	Retained	tion (B)	
		CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	10	9	
		RCS CSGLD 1111 (R2)	RCS CSGLD . 1111 (R2)	RCS CSGLD 1111 (R2)	RCS CS(ILD 1111 (RZ)	RCS CSGLD 1111 (RZ)	1111 (RZ)	Rpts to Inst	(0)						
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CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSLOG

Supply

BKANCH

DATE OF INTERVIEW 17 Apr 72

FUNCTIONAL AREA (S) STOCK FUND

PHONE 1

32. 31. 28. Worksheet for computing Top purchases at standard 27. Worksheet for computing purchases at standard 30. 29. Worksheet for computing average military strength 6. Inventory replenashment rogram (Table F) Command Operating Budget Prior Year Report Budget Execution Review Title Name of Report MAME OF INDIVIDUAL CONTACTED Mr. Slabine Ē 081/ CONARC 344-1-R CONARC 344-R CONARC 212-R ATCOM 105 ATCOM 105 CONARC 345-R ATCOM RCS (C) × M × × M. C-I-A-4 Origination Installation 3 CON REG LTR CONARC dtd 16 Jun 71 CON REG 11-2 11-10 CON REG 11-10 CON REG 11-10 CON REG Authority **©** CONUSA E S = CONARC = 8 8 Change S No YES E (M) Correct errors or CONUS. knows factors, not at installations. (H) Corrections. CONUSA Prepared at CONARC Expla ation C 410

REPORTS COLLECTION FORM

BAME OF STAFF SECTION/OFFICE DCSCOMPT

DIVISION Budget - Fin & AO

BRANCH Bud Mgmt - F6AO

SECTION

DATE OF INTERVIEW 17 Apr 72

FUNCTIONAL AREA (S)\_ STOCK FUND

(a)	(S)	•	(c) •	(d)	(e)	CONUSA CONUSA	CONARC	(h) Change	(1) Explanation
33. Analysis of Cash bedule 3 (CONABC 208-R	CSGLD 1111(R2)	*		ASF-Branch Office	CON REG 11-10	360	OM.	SEA	Forwarded to 1st Army ASF Sub home office by branch
1-1-10				4.	(a xradeda)				
34. Financial Program Objectives Statement	CSGLD	*		ASF Branch	11-10	•			2 2
• •				•	(Appendix B)				
35. General Ledger Trial	ATOOM 77	M	×	WAO ASE Branch	CON REG	Consol .	Sent to .	Log Bud	MR. Kauffman 4008
a series	Quarterly				1A 37-23		,	i	
36. ASP Management Report.	CSGLD 1115 (RS) Monthly	. #	H	CONARC	CON REG 37-108 1A 37-23	Consol	CONARC	Log Bud	(411
7. Merrative DD Compt 1032	Monthly			<i>/</i>	Y	***			
36. ASP Status of Funds (CV)	CSCAA 181 Monthly	H	, <b>H</b>	ASF FAO	AR 37-152	Consol	FINSICOM & CONARC	Log Bud	
39. Reimbursable Issues Statement 6. CON	1032 Quarterly	H		ASF FAO	CON	Consol Man type	CONARCTO DCSLOG	Log Bud	
40. Post Closing Trial Balance	ATCOM 77 Quarterly	×	×	Branch	CON REG 1A 37-23	Consol	Sent to CONARC	Log Bud	
				C-1-A-5					

40.	39.	38.	37.	*			33. Analyze cash positions, use as basis for cash distribution to 1A Br. offices	management briefing	32. Installation comparison	0	31. Monitoring	30. Monitoring of accounts, comparison, efing	29.	Use	· co
•	No	142		Not		:	to CONVARC		CONARC		CONARC	CONARC	CONARC	Pw4	3
	Consol	:	= ,	Consel	,		XX S		YRS	-1	YES	YES	YES	Input Re	3
	•		•	! -	!	3	8		No		8	NO	8,	Retained	<b>B</b>
	CONARC			CONARC			CONARC		CONARC		CONARC	CONARC	CONARC	Fwd to	(E)
•							N/A	ATCOM 105	Prior Year Report FYR	Review ATCOM 105	Budget	Command oper- ating Budget AICIN 105	RES CSGLD 1111 (R2)	Rpts to Inst	(6)
•	•			þ			N/A		Installation	*	Installation	Installation	Installation	Initiated by	
N	2	2	2	2		٠,	N		1		1	'n	6	Rqmt	
2	2,	2	2	2		•	N		1		1	-	6	Auth	9
2	2	2	2	. 10		•			۲,		1	1	6	Actual	
			Reports	These personnel are working in the Stoc Fund Section of the Accounts Office Br, F & AO Div. encased in consolidation of			an see col 1		None		None	None		Remarks	(b)

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### CONARC Disposition

ASF Memt Report RCSCSGLD-1115 (R5)

Measure progress attained toward end-of-period objectives.

requesting additional funds or reduction in program. Basis for management decisions - adequacy of total program/programs of CONUSA; shift of funds/objectives between CONUSA; Basis for

Basis for developing and revising sales program for stock fund budget to DA

Inventory Management Report, RCS ATLOG-73.

Used in establishing stratification of inventories onhand and due-ins.

basis for preparing mark-up to CONUSA Basis for establishing end-of-period objectives by stratification (onhand, on order, and ship time) in stock fund budget process and

Used in developing Stmt 4a, Inventory and Transaction Statement in Quarterly Stock Fund Analysis.

Basis for preparation of Quarterly Stratification Report of Secondary Items, RCS CSGLD-1438 (DA Form 1887-R) submitted to DA; AMC; and Used in measuring pregress toward attainment of objectives and reassessing or revising objectives by stratification.

Start 7a, Analysis of Surcharges and Losses. Requests are furnished CONUSA in command letter with Forms ATLOG 179 and 179-1 forwarded as applicable NICP/ACMA, as required by AR 710-1 and AR 37-111. f. CONARC analyses CONUSA reports quarterly using Inv. Management Check Sheet, Form ATLOG-179 and attachment, ATLOG 179-1, along with

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Stock Status of Mob Res Stocks, RCS ATLOG-322, not a stock fund report. Proponent: P&O DIV, DCSLOG. incrosures.

4.0 Stock Fund Budget. Worksheets, Forms 343-R; 343-1-R; 343-2-R. CONARC develops own. (CONUSA not required to submit worksheets to CONARC.)

Worksheets retained for reference purposes.

Budget Statement 6 RCSCSG D IIII (R2) - Reimbursable Issues: Retained as a part of CONUSA and CONARC Stock Fund Budget. Submitted

breakout in ensuring fiscal years. by DCSCOMPT and LOG in analysis of progress toward end of year (or period) objectives; trends in sales by appropriation. Basis for making sales Actual Statement 6 - Reimbursable Issues: Quarterly. Submitted to DA (DCSLOG) u/p AR 37-111 as part of quarterly analysis. Used

Analysis of net sales Materiel Category. CONARC Forms 300-R; 300-1-R; 300-2-R. Provides Materiel Category break-out of States sales data. Serves same purposes as described above except actual info for qtrly reporting not required. Used in budgeting process

for comparison of past year, fiscal year to date and budget year estimates. To DA in narrative portion of ASF budget.

### CONARC Disposition

Prepared quarterly from Gen Ledger Trial Balance RCS ATCOM-77 at CONARC for each Army and in total. Submitted to DA in the Qtrly Analysis of Stock Fund operations. Used in connection with the analysis of the CONUSA Inventory Management Reports, RCS ATLOG-73. (See note under that report), and as a basis for management and/or command action to correct deficiencies. Analysis of Surcharges and Losses Statement 7a. CONARC Form 199-R. Used to determine whether actual losses or gains sustained in stock fund operations and in which particular area of operations.

Used in Stock Fund Budget submission to provide analysis of budgeting data, i.e., has the budget been prepared so as to preclude

gains or losses. Submitted to DA - OSD/OMB in SF budget. (As Stmt 5a)

- Acquisition authority to CONUSA. Used in budgetary process in preparing Statement 5, Operating Budgeting Statement. Used as basis for distributing Mobilization Reserve portion of budgeting process. Used in conjunction with ATLOG-73 report as a basis for providing mark-up of budget (establishing objectives). 13. Analysis of Prepositional War Reserve Deficiencies. CONARC Form 209-R. Submitted to DA - OSD/OMB SF Budget. Part of classified
- in the budget process for development of and for presentation of peacetime objectives, i.e., onhand, an order and ship time. (Based on data obtained from ATLOG-73, Inventory Management Report. Used in conjunction with ATLOG-73 for mark-up of program to CONUSA. Analysis of computation of Peacetime Objectives, exhibited SF2 (Retail). Submitted to DA - OSD/OMB as part of SF Budget.
- Inventory Status and Transaction Statement 4a, CONARC Form 224-1-R.

Data supports entries on Statement 5, Operating Budget Statement. Used in preparing mark-up to CONUSA. a. Used in SF budget process - submitted to DA - OSD/OMB. Provides an analysis of inventory transactions by stratification.

Actual to date compared with quarterly/end-of-year objectives. Actual Statement 4a prepared Quarterly at CONARC from Gen Ledger Trial Balance, RCS ATCOM-77. Part of Quarterly SF analysis.

Operating Budget Statement 5, CONARC Form 204-R.

authority. Provides an analysis of stock fund financing for: a. SF Budget submitted to DA OSD/OMB. Provides summary information for determining procurement requirements for acquisition Levels of materiel required to be onhand or on order to maintain supply actions

Lasues (Sales.

- Materiel availability applicable to stated requirements.
- Stock fund procurement authority required to finance purchases to meet requirement deficiencies.

Used as basis for making distribution of peacetime acquisition authority to CONUSA.

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### CONARC Disposition

- Report against end-of-year objectives established in Schedule X. acquisition authority, and ratio of obligations to sales, for each materiel category and consolidated. Operating Program Summary, Schedule X, CONARC Form 200-R. SF Budget - DA - OSD/OMB. Provides a program summary, net sales, Analyse ASF Management
- processes submitted to CONARC in response to program mark-up. Used to measure performance. It is the installation's and CONUSA's determination (quarterly planning) of how they anticipate reaching the end-of-year objectives. (Used in conjunction with Schedule X, nalysis of Cash). Submitted to DA as Schedule 7. Statement 4 (Modified) Inventory and Transaction Statement, CONARC Form 224-R. Program execution portion of stock fund budget
- 19. Transition from Stratification to Budget, Exhibit SF-3 (Retail) CONARC Form 515-R. SF Budget Submission to DA OSD/OMB. Provide a uniform presentation of the adjustments required to change the basic stratification tables to budgetary terms. Used with Table III setsforth total objectional requirements for materiel. Provides
- 20. Table III, Local Secondary Item Stratification, CONARC Form 565-R. SF Budget Submission DA OSD/ORB. Provides dollar value summaries of asset stratification. (ATLOG-73/CSGLD-1438 Inventory Management/Secondary Item Stratification Reports provide basis for Table III.) Used in conjunction with Exhibit SF3.
- an analysis of estimated sales using actual past recurring demands as the base point from which to project planned changes for the apportionment year, using the estimates for the apportionment year as the base point to project planned changes for the budget year. Analysis of Sales/Demands, Schedule 6 (Retail), CONARC Form 516-R. Submitted to DA as part of SF budget (Not to OSD/OMB) Provides
- 22. Schedule 3, Analysis of Cash, CONARC Form 208-1-R, by quarter. Submitted to DA (not to OSD/OMB) in SF budget submittion. Provides an analysis of the cash position of the stock fund and the status of receivable and liability accounts for determination of minimum operating cash requirements. Quarterly submission for three (3) FY's - Post - apportionment and budget years.
- execution. Used to establish monthly planning of the program in response to mark-up. Used in conjunction with the Statement 4 (Modified) Inventory and Transaction Statement, in determining how the stock fund program is to be executed month-by-month and Report, RCSCSGLD 1115 (R5) and are analyzed in connection with actual to date data. quarterly in reaching end-of-year objectives. Key estimates from Schedule 3 are entered into the monthly estimated lines, ASF Management Schedule 3, Analysis of Cash, CONARC Form 208-R. Submitted by installation to CONUSA to CONARC from CONARC to DA.

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## CONARC Disposition

Form 208-1-R). cash analysis by Otr in stock fund budget submission for past actual, apportionment year, and budget year. Financial Program Objectives, Statement 3a, CONARC Form 514-R. Submitted by CONARC to OSD/OMB in lieu of Schedule 3 (CONARC 208-1-R), Submitted by installations to CONUSA and CONUSA to CONARC in lieu of Schedule 3 (CONARC Form 208-1-R) provides

Issue and Inventory Objectives, Table E, CONARC Form 211-R.
 a. Prepared by CONARC and furnished CONUSA.

llowing approval of ASF Budget end-of-year onhand and order and ship time objectives are established for each CONUSA. Prepared by CONUSA and furnished installations.

26. Inventory Replenishment Program, Table F, CONARC Form 212-R.

a. Prepared by CONARC and furnished CONUSA.
 b. Prepared by CONUSA and furnished installations.

the approval command operating program of each CONUSA. Following approval of ASF budget total fiscal year requirements are established for each CONUSA. Table F, along with Table E, becomes

28. 27. CONARC Form 345-R: CONARC develops own. (CONUSA not required to submit worksheets to CONARC). Worksheets are for reference Worksheet for computing purchases at Standards, CONARC Form 344-R, and 344-1-R, Worksheet for computing average Military Strength

29. purposes.

30. Not stock fund functional area.

1. Not stock fund functional area.

. Not stock fund functional, area.

33. Analysis of Cash, Schedule-3, disposition explained under LOG 4s.

Rinancial Program Objectives, Statement 3a, disposition explained under LOG 4t.

35. General Ledger Trial Balance, RCS ATCOM 77 (R3). Used by COMPT & LOG to prepare quarterly analysis of stock fund opns. Submitted to DA under LCS DD-COMPT(Q) 1032, 1033, and 676. Also, used extensively in LOG as basis for management actions, trends, etc., and basis for developing budgetary data. Also, used extensively in LOG as basis for management actions, trends, etc., and basis

CONARC Disposition

ASF Management Report, RCS 1115 (R5) disposition under LOG 1.

1. 36.

- 37, Narrative. Clarification: CON Reg 37-108 requires two separate narratives one to support and analyze ASF Management Report RCS 1115 (RS) and is required manthly. This analysis is done at installation level, CONUSA level, as well as at CONARC. It is deviations from programs required. prescribed for home office reporting in AR 37-111. It is designed to enforce a critical review of operations with explanations of deviations from programs required. It is a management tool for all levels. Another narrative is required from installation branch offices quarterly under RCS DD-COMPT(Q) 1032. It provides detailed information to support entries in the Gen Ledger Trial ance in GLA3004 and 3006 - capitalization and Decapitalizations.
- 38. Not received in LOG CONARC (CSAA-181 - Status of Funds - ASF)
- 39. Statement 6: LOG-4d (Statement 6 is a COMPT requirement.)

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at this headquarters (CONARC) and to insure proper preparation and closing of general ledgers at subhome and branch offices. Post Glosing Trial Balance - CON Reg 37-108 - COMPT requirement. "Annual submission (post closing) is used for control purposes

### STOCK FUND REPORTS REQUIREMENTS

The recurring report requirement of the stock fund consists of a collection of worksheets, exhibits, statements and schedules.

REPORT		INST	PREPARED E	CONARC
RCSCSGLD 1111(R2)	Army Stock Fund Budget Preparation	x	x	x
	Supporting Exhibits, State- ments, Schedules			
1.	Worksheet for computing Credits/Excess/Disposi- tions CONARC Form 343-R	х	х	Х
2.	Statement 6, Reimburs- able Issues CONARC 206-R	х	х	х
3.	Analysis of Sales by Materiel Category, CONARC Form 300-R	x	х	х
4.	Statements 7a, Analysis of Surcharges and Losses, CONARC Form 199-R	х	х	x
5.	Schedule 2, Analysis of Prepositioned War Reserve deficiencies CONARC 209-R	х	Х	х
6.	Exhibit SF-2 (Retail) Analysis of Computation of Peace Time Objectives CONARC 205-R	х	x	х
7.	Statement 4a, Inventory Status & Transaction Statement CONARC 224-1R	х	х	х
8.	Statement 5, Operating Budget Statement CONARC 204-R	х	х	х
9.	Schedule X, Operating Program Summary by Materiel Category CONARC 200-R	X	X.	х
10.	Exhibit SF-3 (Retail) Transition from Strati- fication to Budget CONARC 515-R	х	X	х
11.	Table III-Local Secondary Item Stratification CONARC 565-R	х	х	х

REPORT			PREPARED 1	BY
		INST	CONUSA	CONARC
15.	TABLE E, Issues & Inventory Objectives CONARC 211-R	х	х	х
16.	TABLE F, Inventory Replenishments Program CONARC 212-R	х	х	х
17.	Schedule 3, Analysis of Cash CONARC 208-1	x	Х	х
18.	Statement 4 (Modified), Inventory Stratification and Transaction or equi- valent CONARC 224-R	х	х	Х
RCSCSGLD 1115(R5)	Army Stock Fund Management Report	x	X	х
	Related Exhibits, State- ments, Schedules, Reports			
1.	Army Stock Fund Manage- ment Report (RCSCSGLD 1115 (R5)	х	х	х
2.	Statement 1, Statement of Financial Condition (RCSDD-Comp(Q) 1032			х
3.	Statement 2, Changes in Capital of the fund (RCS DD-Comp(Q) 1032			х
4.	Statement 3, Summary of Cash Services and appli- cation (RCSDD-Comp(A) 1033)			х
5.	Statement 3a, Financial Program Objectives (RCSDD- Comp(Q)1032)			х
6.	Statement 4, Changes in Intory Statement (Consolidate (RCSDD-Comp(SA)676)	ven- ed)		х
7.	Statement 4, changes in Intory Statement (Major material category) (RCSDD-Comp(SA)670	riel		х
8.	Statement 4a, Inventory Statement (Conse Transaction Statement (Conse (RCSDD-Comp(SA)676)	atus & olidate	d)	х
9.	Statement 4a, Inventory Statement (Major category) CONARC 224-1-R RCSCSGLD 1111 (R2)	atus an r mater	d iel	х

REPORT			INST	PREPARED CONUSA	CONARC
	10.	Quarterly Stratification Report of Secondary Items (Part B)RCSCSGLD 1438			х
	11.	Statement 6, Reimbursable Issues (RCSDD-Comp(Q)1032)	х	х	х
	12.	Narrative Analysis (RCSDD-Comp(Q) 1032)			х
	13.	RCS ATLOG 73 Inventory Mgmt Report used to pre- pare item 10 above	x	х	x
	14.	RCS ATCOM 77 General Ledger Trial Balance used to pre- pare items 1 thru 9 above	х	х	x
	15.	RCS RCSGSGLD 181 Status of Funds	х	х	х

Table of Functional	Application to Reports	C	ONUSA	C	ONARC
		LOG	COMPT	LOG	COMPT
RCSCSGLD 1111(R2)	(18 documents)	14	4	14	4
RCSCSGLD 1115(R2)	(15 documents)	3	2	10	5
RELATED REPORTS	(11 documents)	0	0	8	3
RCS ATLOG 73	(1 document)	1	0	1	0
RCS ATCOM 77	(1 document)	0	1	0	1
RCS CSGLD 181	(1 document)	0	1	0	1

### STOCK FUND FUNCTIONS

Continuation of the command retail stock fund will require continuation of the functions to meet supply management responsibilities. However, the functional responsibility will be performed as follows upon reorganization.

### FUNCTION

- 1. Furnishes stock fund supply management guidance to installation branches, supervises training programs, and provides required orientation on USCONARC Division, ASF techniques based on technical directives and program guidance received from the home office.
- Correlates consumer fund guidance and stock fund acquisition authority guidance to help the program director develop issues and inventory programs.
- 3. Works with the comptroller in developing and disseminating budget guidance and participates in preparing operating budget programs for the USCONARC Division, ASF, and developing the supply portion of the overall operating program.
- 4. Recommends to the comptroller the distribution of acquisition authority to installation branch offices, based on established criteria. Furnishes advice on proposed distribution of cash by the comptroller.
- 5. Furnishes necessary stock fund supply management data and analysis for inclusion in sub-home office operating budget programs.
- 6. Through review and analysis, determines capabilities of installation branch offices to meet consumer and mobilization Reserve requirements.
- 7. In coordination with the comptroller, reviews and revises operating budget programs covering installation branch office operations, and participates in developing consolidated programs for submission to the home office for approval.
- 8. In coordination with the comptroller, develops plans, policies, and procedures for reviewing and appraising performance, progress, program status, and trends against missions, programs, and schedules.

### DISPOSITION

Performed at new home offices with the designated name change for CONARC Division, ASF home office.

Performed at new home offices by designated program directors.

Redesignation of home office USCONARC Division, ASF as required.

Performed at new home offices.

To be included in home office operating budget program in lieu of sub-home office.

Performed at new home offices.

Performed and consolidated at new home offices.

Performed at new home offices.

### FUNCTION

9. Participates in markup of annotated operating budget programs from the home office to facilitate distribution by the comptroller of marked-up programs to installation branches.

Performed at installation and home office.

10. Conducts budget hearings of installation branch offices programs in coordination with the comptroller and jointly defends with the comptroller, programs of the USCONARC Division, ASF at the home office budget hearings.

Performed at new home offices.

11. Reviews monthly ASF Management Reports (RCS CSGLD 1115(R2) and quarterly General Ledger Trial Balances (RC ATCOM 77) from each branch office, programs, analysis and directs corrective action in supply stock management.

Performed at new home offices.

12. Reviews stock fund supply operations on a fiscal year to-date basis (monthly). Determines and takes necessary action directly with branch managers in resolving problem areas and provides guidance when necessary.

Performed at new home offices.

STREAMLINED STOCK FUND

Budget and Guidance Data Flow



- - - - • Acquisition Authority

Stock Fund Reporting

# CONUSA ANALYSIS MEDICAL DEPARTMENT ACTIVITIES (MEDDAC)

## 1. CONUSA Findings.

- a. This section is a summarization of the current role of the FUSA as it related to Medical Department Activities (MEDDAC). The Office of the Surgeon, First US Army, has the primary mission of providing professional medical advice to the Army Commander, technical advice and assistance to the installation MEDDACs, and collection and evaluation of data to assure that proper priorities are established for the effective utilization of resources in all medical disciplines, for support to the Active Army, ROTC, USAR, USARNG, retired personnel and their dependents.
- b. The Surgeon serves as the Major Activity Director for Budget Program 84; exercises staff supervision over medical department facilities and activities of First US Army, to include medical, dental, veterinary, nursing, and ancillary medical matters; advices on medical operational, planning and training activities, and medical supply and maintenance services; monitors the utilization of Army Medical Department personnel; and provides technical assistance and recommendations in personnel matters, to include requirements, procurements, appointments, assignments, classifications, promotions, and transfers.
- c. First US Army has a large medical support mission for the Active Army, Reserve Components, and ROTC. This support is accomplished on an area basis, primarily through the installation MEDDACs, with additional technical assistance and review provided by the Surgeon's Office, FUSA, as required. FUSA General Orders attach all off-post medical activities, to include USAR elements, to an installation MEDDAC for support.
- d. To accomplish this mission, there is very extensive coordination and liaison with the installations/subinstallations. On the other hand, it was determined that he Surgeon's Office had almost no contact with CONARC and DA other than receiving guidance from DA (Army regulations) and CONARC (CONARC regulations) and forwarding required reports which emanated from the installations. The contact with CONARC is limited primarily to keeping that headquarters informed, while contact with TSG, DA, occurs rarely, and then usually to seek advice on very technical matters.
- e. The Army Medical Department (AMEDD) Procurement Activity (24 spaces) is not on the FUSA Surgeon's TD, but he does exercise operational control over it for the CG, First US Army. In accordance with DOD/DA directives, the Army Commander is designated executive agent for the procurement of medical officers (less nurses) for the Army, Navy and Air Force. This function is performed by the AMEDD activity (units at Forts Meade, Knox, Dix and Devens and at Walter Reed Army Medical Center (WRAMC)). It includes lisison with Selective Service Boards and with civilian medical, dental and veterinary schools, and the processing of applications for AMEDD commissions.
- f. Additionally, the Surgeon, FUSA, exercises operational control over the First US Army Medical Laboratory which serves as the reference and consulting medical laboratory to Army, Navy and Air Force installations and certain off-shore bases. Among other things, it has research facilities and performs laboratory studies and field investigations in various areas, to include environmental health problems.

2. <u>Validation of Installation Survey Conclusions</u>. Based on the findings at FUSA, there is no reason to change the procedures as set forth in Organizational Concept I, II or III of the Installation Report.

# 3. Function/Report Evaluation.

- a. To perform the above functions, the Office of the Surgeon, FUSA, is authorized 45 personnel spaces and has 49 personnel assigned. These four overstrengths are in the Program and Management Branch to manage the Alcohol and Drug Abuse Control Program (ADACP), at the direction of the CG, FUSA.
- b. Inclosure 1, attached, contains the Reports Collection Form indicating the 35 reports associated with the Surgeon's Office, to include the CONARC disposition of each report, if applicable. It is proposed that nine of the reports flow from the installations direct to Force Command and 24 from the installation direct to TSG, DA. (These reports are identified at Inclosures 2 and 3 respectively). The remaining two reports are command-unique and can be eliminated.
- c. As previously stated in the Installation Report, the installation MEDDACs could report to either of the two new major commands (dependent on what type installation each MEDDAC is based on), or they could all report to one Command (Force or D&T). Either would be compatible with Organizational Concepts II and III described in the Installation Report, and in either case there would be personnel savings when compared with the current system.
- (1) In the first alternative (MEDDACs reporting to either Force or D&T Command, dependent upon location with respect to type installation), there would be a Surgeon's Office required in both major command headquarters. This would create dual staffing, that is two medical staffs performing the same functions but for different MEDDACs, and would make more difficult the effective utilization of AMEDD STRAF/REFORGER personnel and of bed capacities. However, it would be consistent with the survey principle/objective of maintaining mission and resources under one commander.
- (2) In the second alternative (i.e., all MEDDACs, regardless of type installation on which they are located, will report to one major command), the minimum staffing would be required (only one Surgeon's Office), more effective utilization of personnel would be realized, and patient transfers more easily and promptly accomplished; but, it would not meet the survey principle/objective stated above.
- d. The second alternative is preferred, with the Force Command selected for this assignment because of the overriding significance of the preponderant area/Reserve medical support effort and to ppgvide the most affective control of and support to the medical STRAF units located at most installations. Particular advantages are:
- (1) Precludes dual staffing (a Surgeon's Office at each of the two new major commands performing the same functions but for different installations).
- (2) Facilitates use of AMEDD STRAF/REFORGER units to augment Force Command MEDDACs.
- (3) Facilitates the use of AMEDD STRAF/REFORGER personnel in Force Command hospitals and clinics without negotiating agreements with D&T Command hospitals.

- (4) Provides more effective implementation of **medical** standards and policies.
  - (5) Insures continuity of effective medical area support.
- (6) The Commanders of USAMC, USASTRATCOM and MTMTS would continue to depend on only one command for the delivery of health care.
  - e. The disadvantages of the proposal are:
  - (1) Requires negotiation of additional Host-Tenant Agreements
- (2) Does not meet the reorganization principle/objective of maintaining missions and resources under one commander. However, this could be partially overcome by establishing a small Surgeon's Office at the D&T Command which would coordinate closely with Force Command (staffing to receive further study by the implementation planners).
- f. The criticality of the authorizations for and availability of medical personnel is widely known. To judiciously utilize these scarce professional resources, and yet still provide medical advisory support to the Area Commander, it is concluded that--
- (1) All functions now being performed at the Surgeon's Office, FUSA, should be transferred to the Force Command which would manage all MEDDACs in CONUS. Included in the transfer would be the operational control of the AMEDD Procurement Activity and the Army Medical Laboratory.
- (2) Concurrently, all authorized personnel spaces should also be transferred to the Force Command except for two (2) military officer and one (1) civilian clerical spaces which would be assigned to the Area Command to provide the Area Commander and his staff with professional advice on medical operations, planning and training activities and assist the Area Commander and his staff in accomplishing the command's mission. (This staffing should receive further study by the implementation planners). The primary functions of this minimal special medical staff would relate with advice to and support of the USAR, USARNG and ROTC units/activities within the command. Specific areas of interest would include monitorship of: fraining of Reserve Component medical department units; physical examinations in support of the ROTC; promotions and active duty training courses (both military and civilian institutes) for deserve Component officers; supply and medical equipment maintenance support to USAR, USARNG and ROTC units; and liaison with government (federal, state and local) and private agencies concerned with medical professional activities. Because of the limited staffing, the Area Command would rely heavily on and coordinate closely with the installation MEDDACs for mutual support and also obtain technical supervision and advise as required from the Surgeon's Office, Force Command.
- g. Following is a statistical synopsis of the disposition of the current FUSA functions, reports and personnel spaces which would occur under the reorganization alternative selected above:

COMMAND	FUNCTIONS	REPORTS	PERSONNEL SPACES
(1) Area Command	Monitorship of those related to Reserve Component & ROTC (see para 32)	its	3

COMMAND	FUNCTIONS	REPORTS	PERSONNEL SPACES
(2) Force Comd	Total (See Para 1 above & FUSA Memo 10-1)	9 (See Incl 2)	42
(3) D&T Comd	None	None	None
(4) Both Force & D&T Comd	None	None	None
(5) Installation	None	N/A	None
(6) DA	None	24 (See Incl 3)	N/A
(7) Eliminate	None	*2	None

\*MED-273, Meningococcal Vaccine Report and AHAME-11, Army Abuse and Alcohol Program Personnel Recruitment Report.

### 4. Conclusions.

- a. Transfer of all functions from the Surgeon's Office, FUSA, to the Force Command with all Class I MEDDACs is not consistent with the reorganization principle/objective of maintaining mission and resources under one commander; however, it does require the minimum personnel staffing and provides for the most effective accomplishment of health care support to the Active Army, and Reserve Components. (43 spaces).
- b. Establishment of a three-man medical staff at the Area Command would provide the Area Commander with professional medical advice and assistance to effectively accomplish the command's mission. Reliance on the supporting installation MEDDACs for mutual support and on the Surgeon's Office, Force Command, for technical advice and assistance would be firm requisites. (3 spaces).
- c. Force Command should assume operational control of the AMEDD Procurement Activity (24 spaces) and the First Army Medical Laboratory.
- d. Nine (9) of the current recurring reports should flow from the installation MEDDACs to Force Command; 24 from the installation MEDDACs directly to TSG, DA; and 2 should be eliminated.

## 5. Recommendations. It is recommended that --

- a. A three-man medical staff activity be established at the Area Command to advise and assist the commander in medical operations, planning and training as they relate to area support, Reserve Components and ROTC.
- b. All other functions, all Class I MEDDACs and the remaining 43 spaces be assigned to the Force Command.
- c. Two reports be cancelled, 24 flow direct from installation to TSG, DA (by-passing Force Command), and the remaining 9 flow direct to the Force Command.
- d. Force Command assume operational control of the AMEDD Procurement Activity and the FUSA Medical Laboratory.

# INSTALLATION MEDDAC REPORTS TO BE SUBMITTED TO/THROUGH FORCE COMMAND HEAD-QUARTERS

TITLE RCS Major Medical Assemblages Status Report MED-234 Medical Support Equipment Program Requirements Report MED-250 MED-3 (R5) Command Health Report Special Telegraphic Report of Selected Diseases MED-16 (R3) Adenovirus Vaccine Program - Accute Respiratory Disease MED-243 Utilization of Army Medical Service Personnel MED-87 ATPER-48 (R5) Personnel Status of HQ CONARC units Cost of Drug Abuse Program \*MED-278 Alcohol and Drug Rehabilitation Program Workload Report \*MED-279

- NOTE: 1. Also required would be Budget and Programing Reports, i.e., COP, COB, BER, PYR, FMR, etc. These reports are normally submitted to DCSCOMPT and reflect the requirement distribution and use of P8 (MED) resources.
  - Asterisk (\*) reports would be received/processed by DCSPER of the new command headquarters; all others by the Office of the Surgeon.

# INSTALLATION MEDDAC REPORTS TO BE SUBMITTED DIRECTLY TO DA/USAMMA

RCS	TITLE
*MED-167	Prepositioned War Reserve Stocks for Medical Facilities
MED-199	Optical Laboratory Report
MED-230	Local Purchase of Nonstandard Expendable Medical Material
MED-85	Dental Service Report
MED-25 (R4)	Veterinary Activities
MED-20 (R2)	Army Occupational Health Report
MED-47 (R2)	Radioisotopes in Human Use Activities
MED-287	Drug Users Entering the Army Identified by Biochemical Testing
MED-41	Medical Service Activities Report
MED-78	Morbidity Report
MED-79	Beds and Patient Report
MED-80	Outpatient Report
MED-128	Hospital Arrival Notice
MED-131	Students in Applicatory Tng
MED-154	Intern & Residency Tng
MED-202	Emergency Situation Report
MED-223	Specialty Bed Status Report
Med-277	Status Report of Drug Related Admissions from O/S Areas
Budget 1061	Hospital Costs and Operating Statistics (DA 8-229, DA 8-229a)
RCS MED-99	Hospital Food Service Rpt (DA 1838)
RCS MED-99 (R2)	Medical Laboratory Activities Report (DA 3222)
RCS DD-M (SM)-1	Medical Rpt Req for Test and Identification Phase of Drug Abuse Prevention and Control
RCS AHAMD 11	Drug Abuse and Alcohol Prog Personnel Recruitment Rpt
SA0SA-136	Drug Abuse Data Report

\*To US Army Materiel Management Agency (USAMMA)

CONUSA SURVEY
REPORTS COLLECTION FORM

DATE OF INTERVIEW 18 April 1972

NAME OF STAFF SECTION/OFFICE SURGEON
DIVISION Supply & Maintenance

BRANCH SECTION

NAME OF INDIVIDUAL CONTACTED CPT Costanzo

FUNCTIONAL AREA(S) Supply & Maintenance Branch

PHONE # 3356/3633

6. Minutes of Therapeutic		ment Program Requirements Report (DA Form 3418R and 3418-IR)	5. Medical Support Equip-	•	Assemblages Status Report	4. Major Medical	Medical Materiel	3. Local Purchase of	Report	2. Optical Laboratory	Satus Report)	Facilities (PWRS-MS	repositioned War Re-	(a) Title/Name of Report	
None		250	MED-		234	MED-	(EI)	MED	199	MED-		167	MED-	RCS	
×			×			×		×		×	:			13	
			•	* * * * * * * * * * * * * * * * * * *			•				}	print- out	×.	0)	
MEDDAC		347 317	MEDDAC	Units	NG Medical	MEDDAC	•	MEDDAC		MEDDAC			USAMMA	(d) Origination	4
AR 40-2 1A Suppl 1 to AR 40-2	(AMMED Doc)	Dept Prog Doc, FY 72 10 Mar 72	Army Med			AR 40-61		AR 40-61	¥ .	AR 40-61			AR 40-61	(e) Authority	
NO			NO			NO		NO		NO			NO	CONUSA	
NO			No			ğ		No		No			8	CONARC	
NO			No			NO		NO		NO			NO	Change	
Required report by TSG.		(Commanders of fixed Medical Facilities only).	Required report by TSG.	assemblages	(Commanders (Active Arm) Reserve & NG) Maintaining	Required report by TSG.	(FU DIX & FU Knox only)		(Ft Dix & Ft Knox only)	Required report by TSG.			Required report by TSG	(1) Explanation	

.0)	Use	Determine	itus of PWRS		Computa- in of Peace-	ne & mobili-	q ments	To deter-	ine standardi	usage rates desirability	entrolled user	st	Determine	tatus of	s blages	Determine led Spt Equip apple for fixed	mly use of ficacious & conomical Ther.
3	Fwd	YES			YES			YES	•		;		YES			YES	YES
(1) Disposition	Input	NO	 ?: .:		NO		+	NO.			-	-	YES			YES	
tion (m)	Retained	NO		;	NO		-	NO	* * * * * * * * * * * * * * * * * * * *				NO		,	NO	No
9	Fwd to	USAMM.			TSG	•		USAMM.					TSG			TSG	TSG
	Rpts to Inst	A/A			N/A		1	N/A					N/A			N/A	N/A
6)	Initiated by	N/A			N/A			N/A					N/A			N/A	N/A
	Rqmt	10			-			-					-			_	_
(p) Personne	Auth	2			-			-1				**	-			-	-
Ľ	Actual	N						1					_			-	L
-44					Monitor		•	Monitor							•		Monitor
(8)	Kemarks	* 4.*						•			431						

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E

CONARC Disposition

for completness and forwards to USAMA. Checks PWRS-MF Report from each MEDDAC

Checks for accuracy and completeness. Coordinates supply costs with Erog and Budget Div. Receives information copy of Med 199.

Reviews Med 230 for trends and forwards

- assemblage, insures that subordinate head-quarters have taken corrective action to eliminate deficiencies, if any; forwards 4. Determines condition of major medical to ISG.
- MEDDAC's for accuracy and completeness. 5. Reviews each Med 250 submitted by Disapproves unauthorized item submissions. Forwards to TSG.
- Reviews for information and forwards to TSG

55-081 1

13.5.

432

# REPORTS COLLECTION FORM

MANE OF STAFF SECTION/OFFICE Surgeon

DIVISION

BRANCH Deutal

SECTION

FUNCTIONAL AREA (S) Dental Services

DATE OF INTERVIEW 18 April 1972

	1. Dental Service Report	(a) Tiele/Hame of Report	EANS OF INDIVIDUAL CONTACTED
	MED-85 (R3)	KCS -	
	*	E (c)	Mrs. Donaldson
	1 rd	lm	ä
post).	Personnel at	(d) Origination	
3 MAI /Z	AR 40-184	(e) Authority	
	₹	CONTUSA.	<b>.</b>
•	₹	COHARC,	PHONE # 268
	8	(h) Change	2685/3680
required by AR 40-184 and forwarded to OTSG, DA.  6-5-  433	Report is consolidated as	(1) Explanation	

	olidate ourse.	itor, review	Use	3
		Yes	Fwd	8
		Yes	Disposit	3
+ 1		8	Disposition Input Retained	(a)
	Dental Art (DARGO DSP)	DA (OTSG.)	Fwd to	(n)
		N/A	Rpts to Inst   Initiated by	(0)
		N/A	Initiated by	
		2	Rqmt	
		2	Personne	(4)
		2	Actual	
			Remarks	(9)

(r) CONARC Disposition CONUSA Survey (cont)

# CONUSA SUKVEY REPORTS COLLECTION FORM

Title Name of Report erinary Activities NAME OF STAFF SECTION/OFFICE Surgeon NAME OF INDIVIDUAL CONTACTED COL Dixon BRANCH Veterinary Branch
SECTION (4年) 23-23 808 (S) MEDDAC Vet Origination 3 AR 40-658 Authority CONUSA ₹ E PHONE # 677-1972 FUNCTIONAL AREA (S)\_ (g) 8 DATE OF INTERVIEW 20 Apr 72 N 3 Veterinary Activities g - Not required by CONARC.
Receive info copy only, h - Format established by DA. e - No linkage between AR and CONNEC. f - Not unique, DA required. Explanation  $\Xi$ 

	8	80
	(r) CONARC Disposition	CONUSA Survey (cont)
Total Barrell		

CONUSA SURVEY
REPORTS COLLECTION FORM

DATE OF INTERVIEW 20 Apr 72

NAME OF STAFF SECTION/OFFICE Surgeon
DIVISION

BRANCH Freventive Medicine SECTION

NAME OF INDIVIDUAL CONTACTED LTC Hawryluk

TUNCTIONAL AREA (S) Epidemiology, Health Education & Promotion, Environmental Sanitation, Occupational Heavironmental Phisiology, Medical Enfomology.

- 71	Cap	O vil	=1	1	(2)	0	1
Meningococcal Vaccine Report	Adenovirus Vaccine Program - Acute Respiratory Disease	Radioisotopes in Human Use Activities	Mental Hygiene Consulta- tion Service	Army Occupational Health Report	Special Telegraphic Repoport of Selected Diseases	Command Health Report	(a) Title/Name of Report
)ED-273	MED-243	<b>₩D-197</b>	MED-47 (R2)	) ලුව-20 (R2)	NED-16 (R3)(Min)	160-3(R5)	(b)
H	×	. *	×	*	×	×	E (C
			X.				10
MEDDAC	PEDDAC	HEDDAC	MEDDAG	<b>YEDDAC</b>	MEDIDAC	MEDDAG	(d) Origination
Msg, CONARC, 312119Z Mar 71; HQ 1A, 021928Z Apr 71	Itr AGDA-A, DA(2l:Jun71) MEDAO-P 8Ju171	ля 10-37	AR 40-216	AR Ito-5	ar 40-417	AR 40-32	(e) Authority
8	¥o	*	**	***	* **	₹	CONUSA (£)
Yes	Yes	<b>X</b> 0	र्ह	***	*	8	(g)
*	8	No	86	₹	₹	*	(h) Change
Prepared by installations c ducting BCT.	Prepared by installations c ducting BCT.	Prepared by commanders of e medical treatment facility having diagnostic or therapeutic radioisotope service	Prepared by each Mental Hyg Consultation Service.	Prepared by medical treatment facilities at installations providing occupational heal services to federal civ. em.	Prepared by Surgeons who se a unit in which disease occ	Prepared by Surgeons assign or servicing each TOE or TD Format prescribed by AR MO-	Explanation 439

		2	2	w	7.	, -		1	
eview, Follow up	Review, Follow up	Review, Follow up	Review	Review, Follow up	Review, Follow up, atisti- il Analysis	Review, Follow up, Consoli- dation	Use	·e	CONUS
*	**	Yes	Yes	Yes	₹	*	Fwd	S	CONUSA Survey
Yes	Yes	No	S		Yes	Yes	Disposition Input Re	3	y (cont)
T es	Tes	o <sub>M</sub>	οκ	: ' <del>*</del>	Yes	Yes	Retained	(B)	
V/X	A/A	TSO	TSO	CONARC	N/A	A/A	Fwd to	(a)	
N/N	Acute Respira- tory Disease Surveillance Report	N/A	V/R	N/V	N/N	Š	Rpts to Inst	(0)	
N/A	TS0	A/A	N/A	N/A	N/A	N/A	Initiated by		
ν.	8	-	ω	w	, , , N	4	Rqmt		
2	2	h	3	3	~	+	Auth	(q)	
2	2	4	3	3	<b>.</b>	F	Actual		
	TSJ consolidates all ED-243 reports and furnishes Acute Respiratory Disease Surveillance Report to ECT centers with cop to CONARC and each CONUSA HQ.	In First US Army prepared by Fts Dix and Knox.	This report not deemed necessary at this level. Should be submitted directly to ?		440		Remarks	(p)	

CONUSA Survey (cont)

(r) CONARC Disposition

Prepare, fwd to DA

Statistical analysis
Establish rates

F

Statistical analysis
Establish rates

Statistical analysis

441

# CONUSA SURVEY REPORTS COLLECTION FORM

HAME OF STAFF SECTION/OFFICE Office of the Surgeon DIVISION

BRANCH Personnel
SECTION

FUNCTIONAL AREA(S) Personnel Actions/Mangower DATE OF INTERVIEW 20 Apr 72

A CONTRACTOR OF THE CONTRACTOR	(n)	-	1	7.0
	2. Personnel status of USCONARC Units (Sec III)	Jtilization of Army Medical Service Personnel	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED
	ATPER- 48 (R5)	MED-87	RCS -	
	*	×	<b>B</b> (c)	Maj Foster
			100	
	<b>53</b>	Pers/Mgt Svc MEDDAC - TOE	(d) Origination	
	CONARC Reg 600-1	AR 40-202 W/OON SUP	(e) Authority	•
	8	8	(f) CONUSA	P
	) V	ОМ	(g) CONARC	PHONE #
	Yes	8	(h) Change	
442	1A Supplement req submission 1A and 1A Surgeon.	World wide rpt submitted dire to OTSG w/Info CONARC & 1A	(1) Explanation	

1. IMPO 2. IMPO	Use	(0)
* *	Pwd	8
ON ON	Disposition Input Ret	9
ž *ž	Retained	(B)
N/A A/N	Fwd to	(a)
N/A	Rpts to Inst	(0)
\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\	Initiated by	3
N N	Rqmt	
N N	Auth	
N N	Actual	
Each report monitoring fi management to ATPER-48)		
is used as a basis for functions and as a tool. Both Med-87 and	Remarks	*

CONUSA Survey (cont)

(r) CONARC Disposition

Army reports are consolidated by HQ CONARC and used as a basis for monitoring strengths, recommending assignments to CONARC, DCSPER and as a personnel management device, consolidated MED 87 Report is forwarded to OTSG.

ON/OFFICE Surgeon

NAME OF STAFF SECTION/OFFICE Surgeon
DIVISION Plans & Operations
BRANCH
SECTION

MAME OF INDIVIDUAL CONTACTED CPT Wofford

DATE OF INTERVIEW\_19 April 1972

PHONE # 923-2566 (AUTOYOM)

(A Status Report of Drug Related Admissions from O/S areas		Lialty Bed Status Report	A Emergency Situation Report	7 Intern & Residency Tng	6 Students in Applicatory Ting		& Mospital Arrival Notice	, Outpatient Report	, Reds & Patient Report	dity Report	Report Service Activities	Word Control of the state of th	Title/Name of Report
MED-277	•	MED-223	MED-202	MED-154	MED-131		MED-128	MED-80	NED-79	MED-78	Theorem	ול תפש	RCS
×		×	×	×	×		×	×	×	×	>	4	la C
		•										•	(c)
MEDDAC		MEDDAC	MEDDAC	MEDDAC	MEDDAC		MEDDAC	MEDDAC	MEDDAC	MEDDAC	Surg	MEDDAG & 1A	(d) Origination
DA MSC 3012002 Aug 71	DTG 17 Oct 68 (CONARC MSG 525, DTG 25 Feb 69)	DA MSG 884264	AR 40-11	AR 350-219	AR 350-217		AR 40-20	AR 40-419	AR 40-418	AR 40 41?	A11 - 10 - LLC	900-011 BV	(e) Authority
NO		NO	•	NO	NO		NO	NO	NO	NO	ð	ON ON	CONUSA
NO		NO		NO	NO		NO	NO	NO	NO	<b>}</b>	N O	(&) : CONARC
8		NO	•	NO	NO		NO	NO	NO	NO		5	(h) Change
N/N	***************************************	N/A	N/A	N/N	N/A	involvement	Report	N/A	N/A	N/A		A/N	

<b>&gt;</b>	Supervision,   Supervision,   & management tool	A Monitoring & waragement to	% Information	1 information	b information	% None	Manitoring & supervision & supervision &	<pre>5 nitoring supervision 4 management tool</pre>	* Monitoring & supervision & canagement tool	Nonitoring supervision, management tool	Use	(0)
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	No	- No	Reparks	-8	arks	N <sub>o</sub>		N <sub>o</sub>	No	No	Disposition Input Re	3
!	No	No		No		No.	No	No	No	No	Retained	(m)
	OTSC .	OTSG		OTSG		OTSC				OTSG	Fwd to	(n)
	N/A	N/A		N/A		N/A	N/A	N/A	V/N	N/A	Rpts to Inst	0
	N/A	N/A	N/A	N/A		N/A	N/A	N/A	V/N	N/A	Initiated by	(0)
	N	۲		٦		N/A	N	N	N	N	Rqmt	
	N	٢		4		N/A	N	2	٨	N	Personnel Auth	(p)
	N	, ·		1		N/N	N	N	8	'ν	Actual	
The same of the sa		Report initiated at MEDDAC, fwd to OTS  lA monitors Bed Status & Report submis	Report submitted only on nuclear attac	Annual report initiated by training hospital thru channels to OTSG.	Report submitted by training hospital directly to appropriate service school	This report initiated by MEDDAC to pat NOK & OTSC - lA receives no copy.	es info	lA receives info copy.	lA receives info copy.	This report prepared by MEDDACS 2 15th thru 1A, 1A Surg also prepares report	Remarks	(4)

	1. N/A	CON	CON
		(r) CONARC Disposition	CONUSA Survey (cont)
Property of the second	447		1

HAME OF STAFF SECTION/OFFICE SURGEON

BRANCE Program & Management

SECTION

DATE OF INTERVIEW

20 Apr 72

FURCTIONAL AREA(S) Program & Management
Alcohol & Drug Abuse PHONE # 2705/4892

OTE: This study does not include budget and Programming reports, i.e. COP, COB, BER, and reflect the distribution and utilization and regularements of Pa (MED) Resou from the Programs & Management Bratch into the First US Army Command Program an	Alcohol & Drug RehabilitationRCS Program Workload Report 279	Cost of Drug Abuse Program	Drug Users Entering the Army Identified by Biochemical Testing	ug Abuse Data Report	Title/Name of Report	MAME OF INDIVIDUAL CONTACTED LTC Lewis
le budget lon and u ement Brat	ARCS MED 279	RCS MED- 287 78	RCS MED- 287	RCS SAOS. 136	RCS	CACTED LTC
and Progra ilization ch into th	: ×	. ×	×	×	(c)	Lewis
and re					la l	
ramming reports, i.e. COP, COB, BER, PYR, FMR etc. These reports are submit and requirements of Pa (MED) Resources. DCS:COMPT includes the Pa (MED) suthe First US Army Command Program and Budget Reports to higher headduarters.	Installation DA Ltr 27 Oc Alcohol & Drug 71; CONARC Control Office Ltr 1 Nov 71 (ADCO)	Installation Comptroller's Office	Installation MEDDACs	Installation Alcohol & Drug Control Office	(d) Origination	
MED) Resouted Program and	DA Ltr 27 Oct 71; CONARC Ltr 1 Nov 71	Ltr Hq, CONARC 1 Sep 71	DA MSg 242106Z Nov 71; CONARC MSG 152236Z MAR 72; USA ONE MSG 201634Z MAR 72	DA Ltr, 6 Apr 72 w/1st Ind, CONARC 19 Apr 71; USAONE Msg 281430Z Jun 71	(e) Authority	
PYR, FMR . cces. DCS: 1 Budget R	ON	ON	8	8	(f) CONUSA	151
MR etc. These reports are DCSCOMPT includes the P8 (et Reports to higher headqu	NO	8	<b>.</b>	ŊO	(g) CONARC	PHONE # 270
reports and the P8 ther heads	NO	ON	8	8	(h) Change	2705/4892
reports are submitted to DCSCOMPT es the P8 (MED) submissions sher headquarters.			448		(1) Explanation	vicouor & ning vonse

Consolidate YES		Monitor, NO	Wonitor, YES  "Dildates,  "nagement  ool, Stat- stics Used for  Teffing  Trposes	Use Fud	(J) (R)
YES	-		X X ES	+	
NO	NO	W	NO	Input Retained	(H)
CONARC	CONARC	SGO INFO: CONARC USAONE	DA INFO: CONARC	Fwd to	(n)
V/N	N/A	V/K	N/A	Rpts to Inst	(0)
W.A.	, , , , , , , , , , , , , , , , , , ,	N/A	N/A	Initiated by	č
N N	ļu.	N		Rqmt	
*	<b>H</b>	N	w	Auth	(4)
N		N	Carlotti, V	Actual	
				Remarks	

- N/A (Terminated)
- Statistical analysis.
- Consolidate Statistical analysis

REPORTS COLLECTION FORM

Page 2 of 2

DATE OF INTERVIEW 20 Apr 72

HAME OF STAFF SECTION OFFICE Surgeon

BRANCH Program & Management SECTION

FUNCTIONAL AREA(S) Program & Management
Alcohol & Drug Abuse
PHONE # 2705/4892

9.	8	7.		· .	)
Drug Abuse and Alcohol Prog Personnel Recruitment Rpt	Medical Rpt Req for Test & Identification Phase of Drug Abuse Prevention & Control Plan	Medical Laboratory Activities Report (DA 3222)	(m. 1000)	Hospital Costs and Operating Statistics (DA 8-229, DA 8-229a) Hospital Food Service Rpt	Title/Name of Report RCS
RCS AHAMI	RCS DD-M (SH)-1094	RCS MED- 93 (R2)	3	Budget 1061 RCS MED-	(b) RCS
* *				× ×	ITC Lewis
	•				180
MEDDAC	Installation MEDDACs	Each US Army Med and Hosp Labs	ilities providing hospital food service within the facility proper.	Hospitals at Meade & Knox	(d) Origination
USAONE Ltr AHAME-P, 22 Mar 72	DA Msg 242106Z Nov 71, USAONE msg 201408Z Sep 71	AR 40-24, Jun	7 C 7 C 8 C 8 C 8 C 8 C 8 C 8 C 8 C 8 C		(e) Authority
XES	8	8		8	(£)
8	3			8 8	(8)
YES -	8	¥0		8 8	(h) Charge
Initiated by Office of the Surgeon, HQ FUSA,			451		(t) Explanation

CONUSA Survey (cont)

(r)
CONARC Disposition

Statistical analys

N/A

### CONUSA ANALYSIS ROTC PROGRAM

- 1. CONUSA Findings. This section is a summarization of the role of the First US Army (FUSA) in the ROTC Program. This discussion will primarily emphasize the role and relationship of the Deputy Chief of Staff Operations and Training (DCSOT) ROTC Division. However, the total ROTC staff management mission at the FUSA requires support from various other staff sections. Other than DCSOT, the Adjutant General (Reserve Forces and ROTC Division) is the major staff support element for the ROTC Program and will be covered in a separate section of this report.
- a. The FUSA role exercised with regard to DA, CONARC, installations and the ROTC institutions (high schools, colleges, and universities) is:
- (1) The Army ROTC/National Defense Cadet Corps (NDCC) Program is a major responsibility of the FUSA that requires staff management on a day-to-day basis. The FUSA supervises the operation of 148 Senior and Junior ROTC/NDCC units located at universities, colleges, and schools throughout the fifteen (15) eastern states and the District of Columbia.
- (2) The principal efforts of the FUSA are toward the management and support of the 89 Senior ROTC units. The Junior ROTC and the NDCC receive direction, guidance, and assistance under the managerial structure of the Senior ROTC Program. The personnel now assigned to conduct the ROTC Program at 89 Senior ROTC units in First Army Area are 496 officers, 300 enlisted men and 123 civilians. The ROTC Instructor Groups are authorized on four separate TDA's. These TDA's as recommended by Headquarters FUSA and approved by DA, are separate authorizations not included on the Headquarters or FUSA Support Element TDA's. The CONUSA survey indicated that reorganization should not be allowed to adversely impact the ROTC Program at the individual institutions. That is, the Professors of Military Science (PMS) should be assigned the mission, given broad policy guidance, and be allowed to operate the program in a manner that is best for that particular university or college. Today's environment makes it mandatory that the PMs be given the latitude to develop a workable program that can be sold on a particular campus.
- (3) The ROTC Division, DCSOT, serves as the focal point for ROTC matters, the support of the program is a coordinated effort of the entire FUSA staff. The ROTC Division, DCSOT, has 36 personnel and more than forty other personnel in the headquarters are primarily concerned with the ROTC Program. The ROTC Division has assigned action officers responsible for maintaining contact, liaison, and information on every ROTC unit in the FUSA Area. They are also on-call to provide any required assistance to the individual PMS's. The role of the FUSA in ROTC can be classified as one of day-to-day management to reduce the geographical separation of the ROTC program and to insure that support problems are quickly resolved. The contact with CONARC is primarily limited to keeping the headquarters informed, while contact with DA DCSPER occurs rarely, and then usually to seek advice on matters pertaining to the ROTC staff.

- (4) Army Reg 145-1 provides the broad program guidance and assigns responsibilities to CONARC, the CONUSAs and the Professors of Military Science. AR 145-1 has allowed wide flexibility in the development of the overall program and has required increased emphasis of providing assistance to the PMS. From AR 145-1 many supplementary CONARC and FUSA regulations have been prepared to further define the various segments of the total overall ROTC program.
- (5) Significant to note is the fact that the actual curriculum including detailed program of instructions, lesson plans, and selection of instructors or guest speakers is the responsibility of the individual PMS. In doing this, the PMS has access to and can receive priority support from all Army service schools, the CONUSA and CONARC staffs. In August 1970, CONARC published two unnumbered documents titled "Senior and Junior Division Program of Instruction" which outlines the development of a dynamic ROTC curriculum. These flexible programs allow each PMS to tailor the curriculum to satisfy the particular needs of the individual institutions. This further delegation essentially placed the CONARC and CONUSAS in a supporting role in the curriculum management. The Professors of Military Science have developed innovative programs that have gained wide acceptance throughout the ROTC Program. This new curriculum, with its built-in flexibility, provides for the precommissioning education of ROTC cadets and accommodates the character and personality of each institution that hosts ROTC.
- (6) The minimum ROTC curriculum includes 390 hours of instruction, 210 hours of which will be military contact (or core) hours. The US Army Infantry Center develops more than ninety percent of training materials needed for the core curriculum and provides additional assistance as prescribed in CON Reg 145-11.
- b. What does the CONUSA require from the installation and what does it do for the installation, for this function and subfunction?
- (1) ARs 710-2 and 145-11 provide the basis for support to the individual ROTC institutions. In essence, both regulations state that ROTC/NDCC units will be satellited on the nearest Class I installation where practical. FUSA regulations 11-6 and 700-2 assign definitive support responsibilities to individual installations and further defines the support role.
- (2) What does the CONUSA do for CONARC for this function? Because of the fact that the FUSA part of the ROTC Program involves 148 separate institutions located in 15 states and the District of Columbia, the FUSA provides a staff supervision and assistance role that would not be practical from one central headquarters. It provides a General Officer point of contact for universities, colleges, schools, and for the PMS. It also provides a focal point for coordination of the many elements of the ROTC Program.
- (3) What does the CONUSA do for DA in this function? Other than performing its assigned role as specified in AR 145-1, the FUSA has little or no contact with DA.
- Validation of Installation Survey Conclusions. Analysis of the CONUSA findings further confirmed the installation survey conclusions. The primary responsibility of the installation is

to provide support on an area basis to the ROTC Program. The analysis further confirmed the findings in that the ROTC Program best fits the Type II organizational structure, because of availability of an established mechanism to control the geographical separation of the ROTC units.

# 3. Function/Report Evaluation.

- a. Based on the survey and analysis of the FUSA, and the objectives of the proposed reorganization, the ROTC Program can continue to function efficiently after the reorganization without incurring any major problems. From the analysis of the data collected, the role of the Professor Military Science (PMS) at the educational institution and support to his mission as presently constituted should not be changed. The analysis has also indicated that the geographical separation, civilian environment, new programs, summer training, and special training courses, all require some type of area/regional coordinator for the overall ROTC Program. Another significant factor considered is the fact that the broad training guidance furnished by HQ CONARC to each PMS is provided only once a year and that actual implementation and development of a detailed Program of Instruction (POI) is a responsibility of the PMS. The PMS receives priority support from all service schools. The study further reflects that the administration of the total program requires direct general officer influence and administration on an area basis due to the large number (89 Senior and 59 Junior level) of civilian educational institutions and the necessary direct personal contact made with the Presidents of these universities and colleges.
- b. ROTC/NDCC Program management consists of four basic functions:
- (1) Administrative and logistical support. Basically, this general category of support is provided to the ROTC Detachments on an area basis by the local installations. It is to be noted that personnel and finance support for the ROTC within FUSA is centralized with similar support for the Reserve Forces. The Reserve Forces and ROTC Division of AG FUSA develops and supervises implementation of USAR and ROTC personnel programs in coordination with DCSRF (USAR) and DCSOT (ROTC).
- (2) Curricula for on-campus instruction to include doctrine. HQ FUSA is minimally involved in curricula requirements. Guidance and direction concerning curricula is a function of HQ CONARC and the PMS. The analysis indicated that the current curriculum was developed by the National Strategy Information Center Inc (NSIC) a private, nonpartisan, tax exempt institution receiving support from the US Army Infantry School (USAIS) at Fort Benning. The Infantry Center continues to provide support and prepares more than ninety percent of ROTC educational material produced by CONARC. The USA Infantry School also procures all military oriented books, periodicals and commercial education for the ROTC units.
- (3) Staff management and supervision of operational and training matters pertaining to the day-to-day operation of the ROTC/NDCC Programs. These management functions are currently accomplished by the CONUSA Headquarters.

- (4) Program Management of the total overall program. This function is presently performed by CONARC Headquarters. It is the single point for central management of the function mentioned above and their special programs and projects.
- c. There are several reorganization alternatives worthy of consideration for performing the functions discussed above.
- (1) Alternative No. 1. Assign FUSA role to the Installation Commanders. The functional study of installation management reveals that the role of the installation commander is limited to administrative and logistical support provided on an area basis for ROTC Cadets and Active Army personnel assigned to ROTC Detachments. In addition, selected installation commanders provide necessary support for the conduct of ROTC summer training camps. The installation commander is neither involved in the function spertaining to curricula for campus instruction nor the day-to-day management and supervision of ROTC operational and training matters. Therefore, to decentralize the ROTC function to the installation commander on an area mission basis would create an unnecessary need to staff for the mission at installation level, and would have a major impact upon the role of the installation commander and the ROTC function.
- (2) Alternative No. 2. Assign the total ROTC Program to D&T Command. If the function of ROTC management is given to the Doctrine and Training (D&T) Command under the reorganization, which is a logical alignment in terms of the individual training mission, the problem becomes one of day-to-day supervision of the more than 1000 ROTC/NDCC detachments spread across the United States. To accomplish this scope of supervision under the D&T Command, would probably require the utilization of the CONUSA/Area Commands or similar subordinate echelons. The feasibility of using US Army Recruiting Command Activity for the day-to-day coordination was considered but quickly discarded because of the major disruptions that would be caused to both the ROTC and Recruiting Programs.
- (3) Alternative No. 3 Assign the total ROTC Program to the Force Command. The assignment of the total program to the Force Command is logical because of the changing role of the ROTC Program in the next few years. As the strength of the Army decreases, the requirement for ROTC commissioned officer for the Active Army will decrease. The ROTC Program will continue to be the major source of commissioned officers for the Active Army but, its most significant role will be to train officers for the Army Reserves. It will also provide a training base for officers to be used during periods of mobilization or national emergencies. As the Active Army requirements decrease, the ROTC program will return to a closer relationship with the Army Reserve Components who will be under the command of the Force Command. If the function of ROTC Program management is given to the Force Command and responsibility for staff management and supervision is delegated to the Area Commands, then the problems associated with the dayto-day operation of the widely dispersed ROTC units is solved. This arrangement does not encompass the doctrine and curricula development which will logically be a responsibility of D&T Command. However, as noted previously the time and number of personnel devoted to this function is minimal and curricula guidance normally receives consideration for revision but once annually. Therefore, the retention of doctrine and curricula guidance by D&T Command presents no major problem.

- (4) Alternative No. 4. Assign the responsibility for ROTC Program Management to the Force Command and Curriculum development to the D&T Command. A split of functions can be accomplished, whereby the PMS is supervised by the D&T Command for basic curricula matters only, and by the Force Command, through the CONUSA/Area Commands, for day-to-day management and supervision of the total ROTC Program.
- d. In view of the above, it is apparent that the most favorable method of managing ROTC would be to assign the mission and resources, less the personnel and functions pertaining to broad doctrine and curricula guidance, to the Force Commander. This decision would retain in great measure the current system of managing and supporting the Force Command at the CONUSA/Area Commanders. The PMS, would in effect, work for a single manager, and still have the ability, with the establishment of a special technical channel, to communicate curricula content desires directly with the D&T Command Headquarters and service schools.
- e. Although the FUSA organizational and functions manual identified 87 functions for the DCSOT ROTC Division, many are purely headquarters administrative or are duplicated functions from branch to branch. A summarization reflecting the 25 major functions performed is at Inclosure 1. To perform these functions, DCSOT/ROTC Division is authorized and has 36 personnel. 31 of these personnel are on the headquarters TDA and five are on the Junior School TDA IAWIU5AAO5.
- f. Inclosure 2, attached, contains the Reports Collection Form indicating the 23 reports associated with the ROTC Division to include the CONARC disposition of the report. Considering the small administrative staff provided to the PMS and in view of the fact that personnel and financial reports, which are not covered by DCSOT, are also required, the number of reports appears excessive. The implementation planners should seriously consider reduction or consolidation of these reports and the feasibility of sending reports direct to the tasking headquarters. The administrative burden on the PMS must be reduced.
- g. The DCSOT ROTC Division is comprised of three branches with a current FUSA TDA strength authorization as follows:

	OFF	EM	CIV	TOTAL
Division Chief and Admin	3	2	2	7
Operations Branch	9	0	3	12
Special Actions				
*Junior Schools Branch	8	$\frac{1}{2}$	18	17
	20	3	13	20

- \* Includes 5 Junior School Detachment personnel TDA IAWlU5AA05.
- h. Based on an analysis of functions assigned and performed, reports required and executed, and the personnel authorized, it is concluded that all <u>currently authorized personnel spaces (36)</u> should be given to the Area Command to perform the <u>25 functions listed in Inclosure 1 and presently assigned to the DCSOT ROTC Division. It is also recommended that the Area Commands have one general officer primarily responsible for the supervision of the ROTC Program within his area.</u>
  - (1) Area Command 36 spaces and all currently assigned functions.

- (2) Force Command Not applicable.
- (3) D&T Command Not applicable.
- (4) Both Force and D&T Command Assign overall program management and all (less curriculum and doctrine) related functions to the Force Command. Spaces to come from CONARC Headquarters. Assign curriculum and doctrine management to D&T Command. A limited number of spaces to come from HQ CONARC DCSIT. The D&T will continue to use the US Army Infantry School and other Army service schools to perform the detailed development of the ROTC curriculum.
  - (5) Installation Not applicable.
  - (6) DA and Other Not applicable.
  - (7) Eliminate Not applicable.

### 4. Conclusions.

- a. The present 25 ROTC functions performed by the 36 personnel assigned to the FUSA DCSOT ROTC Division and the twenty-five reports should be retained in total by the Area Command headquarters and considered for consolidation with Reserve Component Program.
- b. The principal mission of the reorganized ROTC Division is to provide staff supervision and control over the widely dispersed ROTC units and to provide staff assistance to the 148 Professors of Military Science in the present.
- c. A general officer should continue to direct the program and act as the DA representative for contact with heads of universities and colleges.
- d. The broad curriculum and doctrine should be developed by D&T Command.
- e. The overall program management should be the responsibility of the Force Command.
- f. The support requirements should continue to be provided by the individual installation as specified in the Area Support section of this report.
- 5. Recommendation. The above conclusions be approved for implementation as a part of the reorganization.

FUNCTIONAL AREA ROTC

NAME OF OFFICE ROTC Division, DCSOT

TELEPHONE 677-6070

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(4)	SUB- FUNCTIONAL AREA	1. ROIC/NDCC Con-	tract negotiations	with host institu-	tions	2. Establishment of ROTC/NDCC Units		3. Disestablihsment of ROTC/NDCC units to include Evalu-	ation	
(6)	ACTION AT CONUSA	A				B, F, G		B,F,G		
(c)	DECISION	2				4		4		
(d)	AUTHORIZED PERSONNEL	1				,			-	
(e)	PERSONNEL '	. 1				7		Н		
(f),	DECIS ION POINT	2	-			4		4		
(8)	REMARKS	Deputy Chief ROTC Division, DCSOT is the	Army's negotiator for the First Army	area. Negotiations and discussions	now being held with three universities 4	Initial contact with institutions is made by the FUSA representative after	decision is made by DA, the FUSA is responsible for follow on actions. DCSOT appoints liaison officer.	Evaluation of all ROTC units is conducted each year. Substandard units are recommended for formal evaluation.	The decision concerning both formal evaluation and disestablishment is made by DA. The CONUSA implements the decision	

much

) FUNCTIONAL AREA\_ ROTC

TELEPHONE 677-6070 POINT OF CONTACT MAJ West

NAME OF OFFICE ROTC Division, DCSOT

arship Program  arship Program  5. ROTC Recruit- ing/Minority Officer Procurement	(a) SUB- SUNCTIONAL AREA
a,b	(b) ACTION AT CONUSA
2 2 3	(c) DECISION POINT
	(d) AUTHORIZED PERSONNEL
N	(e) PERSONNEL' UTILLIZED
20	(£), RECOMMENDED DECISION POINT
This program is a coordinated effort between AG and DCSOT. The FUSA awards 2 and 3 year ROTC scholarship and CONARC awards 1 and 4 year scholarships based on graded evaluation submitted by each CONUSA. The total program could easily be administrated by the Area Commands. More than 2000 ROTC students are presently in the scholarship program. DA must make final determination on scholarship terminations.  Within DA and CONARC policy guidance ROTC Division, DCSOT establishes procedures and issues directives regarding procurement of officers through the ROTC program and procurement of minority group officers. More than \$262,000 was spent within First Army, during FY 72 in the performance of this function. The FUSA Information Office is deeply involved in this program.	(8)

## CONUSA SURVEY FORM

FUNCTIONAL AREA ROTC

NAME OF OFFICE ROTC Division, DCSOT

POINT OF CONTACT MAJ West

FUNCTIONAL AREA ROTC

NAME OF OFFICE ROTC Division, DCSOT

POINT OF CONTACT MAJ West

## CONUSA SURVEY FORM

) FUNCTIONAL AREA ROTC POVISION.

NAME OF OFFICE ROTC Division, DCSOT

POINT OF CONTACT MAJ West

FUNCTIONAL AREA ROTC

NAME OF OFFICE ROTC Division, DCSCOT

POINT OF CONTACT MAJ West

TELEPHONE 677-6070

,
takes no action since the schedules are not forwarded until October.

## CONUSA SURVEY FORM

FUNCTIONAL AREA ROTC

NAME OF OFFICE ROTC Division, DCSOT

POINT OF CONTACT MAJ West

FUNCTIONAL AREA ROTC

NAME OF OFFICE ROTC Division, DCSOT

POINT OF CONTACT MAJ West

TELEPHONE 677-6070

		_	_				
	22. Nomination of Instructor Group Officer	21. Annual FUSA ROTC/NDCC Senior Army Instructor Conference		20. Junior ROTC Advisory Council	19. Annual Formal Inspection (AFI) and Annual Formal Inspection Conference	SIIB- FUNCTIONAL AREA	
	æ	B		В	Α	ACTION AT CONUSA	
	1,2-4	0		10	N	DECISION	(2)
						AUTHORIZED PERSONNEL	
	.225	. 225		.225	ω.	PERSONNEL	(6)
7	1,2-4	N		ю	2	RECOMMENDED DECISION POINT	(3)
The second secon	Negative decision can be made on all officers nominated for assignment to the PMS. DA can overrule but, this seldom happens. More than 200 records are reviewed annually by the ROTC Division.	Per AR 145-2 the FUSA hosts the conference. Each school submits topics for discussion. ROTC DCSOT coordinates the conference.	of participating institutions. The DCSOT ROTC Division coordinates all actions incident to the council.	The Junior Advisory Council was established in accordance with AR 145-2.  The board is composed of representatives	This is a major role for the DCSOT ROTC Division. All actions are taken by the FUSA to insure the inspections satisfy the requirements of AR 145-1. After action reports are submitted to CONARC.	REMARKS	

## CONUSA SURVEY FORM

FUNCTIONAL AREA ROTC

NAME OF OFFICE ROTC Division, DCSOT

POINT OF CONTACT MAJ West

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	25. ROTC Record Maintenance and Liaison		24. ROTC Reports and Statistics	23. ROIC Instructor Group Officer Ef- ficiency Report	SUB- FUNCTIONAL AREA	(a)	
	æ		В	A,B	ACTION AT CONUSA	( <del>0</del> )	
			None	И	DECISION POINT	(c)	
					AUTHORIZED PERSONNEL	(d)	
	â	-	T	<b>&amp;</b>	PERSONNÉL UTILIZED	(e)	
•			None		DECISION POINT	(f)	
	The ROTC DCSOT is the office of record for all ROTC/NDCC correspondence. Records pertaining to all 148 schools are maintained by this division.	than 265 reports are received by the ROTC Division each month. More than 1460 ROTC reports are received at FUSA each month and later forwarded to ROTC Division for statistical use.	The ROTC Division is responsible for & the reporting system on all matters pertaining to the ROTC program. More	The Chief ROTC Division is the rater for all PMS's. Approximately 530 re- reports are handled each year.	REMARKS	(8)	

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSOT
DIVISION ROTC
BRANCH Operations
SECTION

NAME OF INDIVIDUAL CONTACTED Mr. Brown

DATE OF INTERVIEW 17-18 April

FUNCTIONAL AREA (S) ROTC

PHONE #

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& Developmental Cur- ricula	8. Report of Selected ROTC Institutions Con- ducting Regular Modified	7. Army Behavioral Science Research Program	6. Annual Master Training Schedule	5. Deferment Quotas	ollment Report Sr.	3. Foreign Student Paraticipating in Sr. ROTC Program	2. New & Revised School Catalogs	1. Change of Institu- tional Heads	(a) Title/Name of Report	•
	ATIT-156	None	None	None	CSGPA- 1121(R2)	DD-M (A) 709	:-		(b) RCS	
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									(c)	
	•	PMS	PMS	DA	PMS	PMS , .	Institutions	PMS	(d) Origination	
	CON Reg 145-2	CON Reg 70-2	CON Reg 145-11	AR 145-1	AR 145-1	AR 145-1	AR 145-1	AR 145-1	(e) Authority	
	NO	NO	ON	NO	ON	NO	NO	ON	(f) CONUSA	
	YES.	YES	NO .	NO.	NO :	NO .	NO	NO	(g) CONARC	
	YES	NO	YES	YES	NO	NO	NO	NO	(h) Change	
	To comply w/Program		Review PMS approve	Redirected to PMS	Direct to CONARC 9	Collected & Forwarded to CONARC	Comes in Packet	Direct to CONARC	Expleration	

CONUSA Survey (cont)

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## CONUSA Survey (cont)

CONARC Disposition

- Post changes for publicationsof Directory.
- 2. Forwarded to CONARC by institution and filed.

3. Input for new rept (DCSIT). Fwd to DA, DAPE-ITR.

- Not required at CONARC.
- Input for new rept (DCSIT) CSGPA1121. Rept used by various agencies in DA CONARC & CONUSA.

6. Info copies fwd to CONARC and CONUSA for info, review and file. PD&E activities are included on schedule to determine which activities should be covered by insurance for protection of the cadets.

- 7. ATIT-RD-for management information.
- Rescinded.

CONUSA SURVEY
REPORTS COLLECTION FORM

DATE OF INTERVIEW 17-18 April

NAME OF STAFF SECTION/OFFICE DCSOT
DIVISION ROTC
BRANCH Operations
SECTION

FUNCTIONAL AREA(S) ROIC

Title/Name of Report  9. Academic Credit for ROTC Instruction  10. Scholarship Enroll- ATIT ment Data  11. Initial Report of CNN NONE Expected Summer Camp  12. Change in Initial CNN NONE Report of Expected Summer Camp  13. Request for Early NONE Release from Summer Camp  14. Request for Post-ponement of Camp Attendance by Cadets enrolled under Financial Assist-  15. Quarterly Report of DD-M Officer Procurement and Officer Candidate Accessions	NAME OF INDIVIDUAL CONTACTED Mr.
1 H 132 132 1 1	AL CONT
-165 -165 -214 -214	ACTED Mr.
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Origination PMS PMS PMS PMS PMS PMS PMS PMS PMS	
Authority CON Reg 145-5  CON Reg 145-9  FUSA CIR 145-4 App B  FUSA CIR 145-4 App B  FUSA CIR 145-4  FUSA CIR 145-4  FUSA CIR 145-4	
CONUSA NO NO NO	PI
CONARC YES YES	PHONE #
Change NO YES	
CONARC Form  CONARC Form  FUSA Requirement  FUSA Requirement  FUSA Requirement  DOD Form  DOD Form	

CONUSA Survey (cont)

0	15. Officer Procurement Data	14. Camp Attendance Data	13. Camp Attendance Data	12. Camp Attendance Data	11. Camp A* ndance Data	10. Enrollment Data	9. Credit Statistics	Use	( <u>0</u> )	
	YES	YES	YES	NO.	NO	YES	NO	Fwd	(x)	
	YES	NO	NO	SEY	YES	No	NO	Input Ret	(1)	
	YES	YES	NO	YES	YES	NO	YES	Retained	(m)	
	CONARC	PMS	PMS	CONARC	CONARC	CONARC		Fwd to	(n)	
		NONE	NONE					Rpts to Inst   Initiated by	(0)	
		PMS	CAMP COMMANDER					Initiated by		
and a second with the property of the second or the second								Rqmt		
	2	12	22	22	2	22	٢	Personne l Auth	(p)	
	22	22	12	2	10	22	ы	Actual		
		473						Remarks	(4)	

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## CONARC Disposition

- 9. PMS fwd to CONARC Info evaluated, summarized & fwd to DA.
- 10. Fwd to GONARC from inst. Used to det number of scholarships in effect, race & progress of sch cadets.
- 11. Forwarded from inst for CONARG info.
- 12. Forwarded from inst for CONARC info.
- Not received at CONARC.
- 4. Not received at CONARC.
- 15. Not received at CONARC.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSOT
DIVISION ROTC
BRANCH Operations
SECTION DCSOT

FUNCTIONAL AREA(S) ROTC

DATE OF INTERVIEW 17-18 April

NAME OF INDIVIDUAL CONTACTED Mr. Brown

24. Evaluation of ROTC Instructor Orientation Course (Added)	23. Performance at Service Schools by newly Commissioned ROTC Officers	22. Armual Formal Inspection Reports	21. Progress of ROTC Flight Instructor	20. ROTC Camp Strength Report	19. Allocation of Flight Instruction Quetas	18. PMS Preliminary En- rollment Report	MAN STATE	17. MS III Two & Four Year Enrollment Estimates	16. ROTC Recruiting Activities Report	(a) Title/Name of Report
ATIT-170	NONE	NONE	CSGPA 1044 (R2)	NONE	NONE	ATT-III		ATIT-III	CSGPA	(b)
×	×	. ×	, ×	×	×	×		×	×	IB O
										(c)
FUSA	CONARC	FUSA ROTC	PMS	Camp Commander	PMS	PMS		SWA	PMS	(d) Origination
CON Reg 145-4	CON Reg 145-3	AR 145-1	FUSA Suppl to AR 145-	CON Reg 145-1	FUSA Supp1 to 145-1	CON Reg 145-1	Objectives	Ltr CONARC 1 Dec 71	CON Reg 145-6	(e) Authority
NO ,	ON	NO	NO	NO	YES	NO		NO	NO	(f) CONUSA
YES	NO	NO.	NO	YES	NO ,	YES		YES	YES	(g) CONARC
ON	YES	NO	NO	YES	ON	YES		OM	NO	(h) Change
CONARC Requirement for After Action Report	FUSA Form	CONARC Requirement	CONARC Requirement	CONARC Requirement	FUSA Requirement 5	COMARC Directed		CONARC Directed	CONARC Format	(; ) Explaration

OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON DC MA--ETC F/6 15/5 FUNCTIONAL STUDY OF CONUSA MANAGEMENT CONUSA ANALYSIS.(U) MAY 72 AD-A047 035 UNCLASSIFIED NL 6 of 9 AD A047035

24. Evaluation of ROTC Instructor Orientation Course	23. To inform PMS of Status of Off at Service Schools	22. Status of Hart Inst ROTC	21. Program Status	20. Camp Strength Report	19. Flight Instruction Data	Enrollment Data	17. Enrollment	16. Evaluate Recruiting Results	Use	G
YES	XXS	YES	YES	YES	YES	YES	YES	YES	Pwd	3
NO	YES	YES	YES	SEX	SEK	YES	YES	YES	Disposition Input Re	9
XES	N	Ş	No	No	NO	ON	NO	SET	Retained	9
CONARC	SAG	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	CONARC	Pud to	9
NONE	NONE								Rpts to Inst Initiated by	(0)
	SERVICE SCHOOLS								Initiated by	
									Rqmt	
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1	٢	4	20	2	•	۲	۳	N	Actual	
									Remarks	(b)

CONARC Disposition

- Evaluation of recruiting activisies (CON REG 145-6) Quarterly Raport CG receives copy.
- 17. Camp planning at BQ CONARC (Retained).
- 18. Inform Dir, ROTC & CG, CONARC of prelim enrollment data.

- 23. Input for consolidated rept (DCSII). Furnish CONUSA w/applicable portion.

CONUSA ANALYSIS AREA SUPPORT

### 1. CONUSA Findings.

### a. General.

- (1) As determined during the installation survey, there is no central point in either CONARC or the First US Army (FUSA) responsible for overall coordination of the Area Support Programs. Area support is, in fact, a consolidation of many programs. As examples, the Defense Retail Interservice Logistic Support (DRILS), CONARC Interservice, Interdepartmental/Agency, and Intraservice Support Agreements are only a part of what will be discussed in this analysis as the Area Support Program. The term "Area Support" is currently interpreted differently by different individuals depending upon the particular point of discussion. Inclosure 1 contains a list of functions associated with area support.
- (2) The broad definition as used in this study is that area support is any support provided to a unit, organization, or individual on an area or government local basis that is not under the direct command of the instant and commander providing the support. The support can be provided to a unit, organization, or individual on an area or government is not under the direct command of the instant and incommander providing the support. The support can be provided to a unit, organization, or individual on an area or government is an area or government in the instant and in this study is that area support is any support provided to a unit, organization, or individual on an area or government is an area or government in the instant and in this study is that area support is any support provided to a unit, organization, or individual on an area or government is an area or government in the instant and individual or an area or government in the instant and in the instant and individual or an area or government in the instant and instant and
- (3) Area Support is multi-functional and is one of the basic missions of FUSA and all other Continental US Armies (CONUSAs). The CONUSA currently acts as the focal point between CONARC and the installations for regulatory purposes with respect to area support missions and execution.
- (4) The Army and DOD in the current and future is faced with a period of decreasing resources while at the same time there are indications that the Army must increase its involvement in environmental, civil and non-military actions. With this reorganization, we are structuring the Army for the principal purpose of increasing the readiness of all Active and Reserve deployable forces. As the role of the Area Commander is being formulated, it appears that he will be the central controller and coordinator in meeting these objectives. To perform his missions on a coordinating basis, he must be able to maximize the use of all available installation resources and coordinate with other DOD, Federal and local officials within his area. He effectively expands the capability of the Force Commander, who in the final analysis is the responsible individual.

### b. Regulatory Guidance.

(1) Currently, the CONUSA develops the specific program management directives for implementation at the installation. First Army Regulation 11-6 assigns the support responsibilities to each installation. On-post tenant and off-post satellite activities are supported in accordance with negotiated agreements (AR 700-39 and CONARC 1-9) or by direct mission assignment (Inclosure 2).

- (2) There are numerous DA and CONARC Regulations which assign support responsibilities, establish procedures, and direct the installation commander to provide support. The FUSA definitizes these regulatory requirements for the installation (Inclosure 3).
- c. The FUSA requires functional reports (covered individually in functional area sections of the CONUSA report), copies of support agreements, and copies of Host-Tenant agreements from the installations. The CONUSA does little or nothing for the installation in the field of Area Support except provide functional program management guidance and assistance to the installation commander. The actual support agreements are negotiated at the installation.
- d. The CONUSA furnishes CONARC copies of all interservice support agreements negotiated by the installation in accordance with CONARC Regulation 1-9 and acts as an intermediary/coordinator between HQ CONARC and the installations.
- e. There were no CONUSA actions that were identified as specific actions accomplished at DA direction.

### 2. Validation of Installation Survey Conclusions.

- a. Each installation commander determines the level of support to be provided to on-post and off-post units and negotiates the necessary support agreements.
- b. The Area Support mission can continue to be coordinated at the Area Command level with a small staff. This arrangement will assist the installation commander by providing positive area-oriented guidance and direction with respect to the installation's responsibility for Area Support missions. As noted in the Installation Study this is best accomplished under organizational Concept II.
- c. The Force Commander can best act as program manager for Area Support because of the capability provided by the Area Commands in providing fixed geographical areas of responsibility, retaining a manageable span of control ratio and a desirable expertise with respect to peculiarities of a particular geographical region. His responsibilities for emergency planning, and relationship with the National Guard, Army Reserves and ROTC Program will automatically cause a major involvement in the Area Support Program.
- d. One major command must control Area Support missions that cross installation and Area Command boundaries. An example of this type of mission is shown at Inclosure A. There are numerous other examples in the emergency planning and special mission documents maintained at FUSA.

### 3. Function/Report Evaluation.

a. Because of the multi-functional nature of the Area Support Program, there are no personnel spaces at FUSA that can be specifically identified to the Program. However, when surveyed and analyzed by individual functions and subfunctions the estimates of personnel presently involved in Area Support at the Army Headquarters level have generally exceeded one hundred (100) personnel.

- b. It is realized that specific functional personnel have been identified and recommended for retention at the Area Command after reorganization, these functional specialists will not be treated in this particular evaluation but many should be considered (by the implementation group) as included in the total Area Support Program. Based on briefings presented by FUSA representatives and interviews conducted during the survey, the following additional personnel will be required for centralized program management:
  - (1) Area Command Nine personnel as follows:
- (a) Three personnel for establishing policy, procedures, and evaluation of the Area Support.
- (b) Three personnel for coordination, liaison assistance, and evaluation of the support provided to Army Reserves, National Guard and ROTC.
- (c) Three personnel for implementation of the Defense Retail Interservice Logistics Support (DRILS) program and administrative overhead.
- (2) Force Command The personnel requirement for performing CONUS-wide management of the Area Support Program at the major command level (Force Command) should receive further study by the implementation planners. An initial estimate indicates that centralized management of the program CONUS-wide will require from ten (10) to twenty (20) spaces.
  - (3) D&T Command No personnel required for this program.
  - (4) Both D&T and Force Commands Not applicable.
- (5) Installation No additional personnel required since all installations will continue to provide support as they do at present. Installations should designate a single staff element (preferably Director Industrial Operations) as the installation focal point for the Area Support Program.
- (6) DA and Other No additional personnel required since this proposal does not change DA procedures or responsibilities.
- (7) No specific CONUSA functions or organizational elements are eliminated by this proposal.

### 4. Conclusions.

- a. The Force Command should be the central point for collection, evaluation, and stratification of estimated and actual resources expended for Area Support thus eliminating potential problems during periods of austerity.
- b. Area Support is both routine and non-routine administrative and logistical support provided by an installation or installations to individuals, units, or organizations located within a geographical area.
- c. Area Support management permeates the entire organizational structure of the CONUS Armies.

- d. Other than in total mission assignment, CONARC plays no significant role in Area Support assignments.
- e. Installations must continue to provide support on an area basis.
- f. The Reserve Components and the ROTC, as major elements of the US Army, exercise great dependence on the Area Support concept.
- g. DOD has and is expected to further expand the Defense Retail Interservice Logistics Support (DRILS) Program to maximize the common use of available resources.
- h. The D&T Command should not be assigned an active role in the management of Area Support but D&T installations should continue to provide support on an area basis.

### 5. Recommendations.

- a. Force Command should be assigned responsibility for the Area Support Program.
- b. Area Commands should coordinate the Area Support Program so that geographical separation may be reduced.
- c. Nine personnel spaces be provided to the Area Command and approximately 15 spaces to the Force Command headquarters for the purposes of program management.

Inclosure 1 Area Support Analysis

### List of Area Support Functions

### CATEGORY A (DCSPER)

Chaplain Activities Burial Honor Responsibilities Retired Activites Examining Boards Publication and Blank Forms Support Army Exchanges General Educational Development Services Safety Activities Special Services Activities Transfer Points Civilian Personnel Administration MOS Evaluation Testing Armed Forces Disciplinary Control Board Escort and Traffic Coordination Physical Security Inspection, Military Police Operations, and WOL Apprehension Validation Investigations Confinement Services - Final Disposition of Absentees Notification Procedures, Escorting Remains and Survivor Assistance Casualty Reporting (Death and Missing) Information Support Services - Periodicals IGMR

### CATEGORY B (DCSOT)

Training Aid Centers Explosive, Disposal Ordnance Joint Land Defense

### CATEGORY C (DCSLOG)

Command Stock Fund TDA Support Maintenance Activities All Logistical Support All Logistical Services

### CATEGORY D (FINANCE)

Finance Service - US Army Reserve

- US Army Advisor Groups, USAR

- Army National Guard

- US Army Advisor Groups (USARNG)

- ROTC Cadets and the ROTC Program

- ROTC Instructor Groups

- US Army Recruiting Activities

- ARADCOM units

- For Selective Service System

- Miscellaneous Responsibilities

### CATEGORY E (MEDICAL)

Medical Equipment Maintenance and Repair Support for USAR Activities Medical Supply Support of USAR Units Medical Supply & Maintenance Support of ROTC Units

### AREA SUPPORT

### LIST OF REGULATORY DOCUMENTS

1.	AR 1-35	Basic Policies and Principles for Interservice
		and Interdepartmental Logistic Support.
2.	AR 10-7	Organization and Functions - CONARC.
3.	AR 37-19	Host-Tenant Relationships.
4.	AR 37-27	Accounting Policy and Procedures for Intragovernment
		Intradefense, and Intra-Army Transactions.
5.	AR 210-10	Installation Administration.
6.	AR 700-39	Defense Retail Interservice Logistics Support
		Manual.
7.	AR 710-2	Material Management for Using Units, Support
		Units, and Installations.
8.	CON REG 1-9	CONARC Interservice Interdepartmental Agency, and
		Intraservice Support Agreements Program.

- 9. FWSA Reg 11-6 Off-Post Support Assignments.
- 10. FUSA Reg 700-2 Area Support to Specialized Activities

DEPARTMENT OF THE ARMY STAFF COMMUNICATIONS DIVISION

MESSAGE

PRIORITY (INFO ADDEES ROUTINE) UNCLASSIFIED

FROM: CGUSCONARC

TO : CGUSAONE FT MEADE MD, CGUSATHREE FT MCPHERSON GA, CGMDW WASH DC

INFO: CGUSAFOUR FT SAM HOUSTON TEX, CGUSAFIVE CHGO, CGUSASIX STRAN, DA, CGMTMTS WASH DC, CO USA ESCORT DET DOVER AFB DEL

NR : ATPER-PSD 62371

302213Z JUN 66

DA FOR DCSPER-PSD, COFSPTS, TAG CASUALTY BRANCH.

Subj: Escortsfor War Dead

Ref : A. AR 638-40

B. DA msg 2232 DTD 2 Jun 66 C. DA msg 4043 DTD 27 Jun 66

This msg in two parts

Part 1- For First, Third Armies and MDW

- 1. Ref B presents DA plan whereby deceased Army personnel with home of record for States East of Ohio, Kentucky, Tennessee and Alabama will be flown by MAC direct from Viet Nam to Dover AFB, Del. First Army will have responsibility for providing excerts of remains to place of interment. Per ref C plan is effective 1 Jul 66.
- 2. When necessary, CG first Army is authorized to call forward escort personnel from Third Army and MDW to accompany war dead to place of Interment. Call forward should be based on earliest possible firm information regarding the individual deceased person to be escorted. In call up specify personal characteristics required as noted in para 12-13, AR 638-40.

Part 11 - For Third Army and KOW

- 3. Request immediate response to CG First Army request for excert personnel. Escorts must report to the Commanding Officer US Army Escort Detachment, Dover AFB, Del within 48 hours after First Army call.
  - 4. Costs will be applied to current funding program.

### CONUSA ANALYSIS

### COMMAND RELATIONS

### 1. CONUSA Findings.

- a. The CONUSA serves as an intermediate echelon between CONARC and subordinate units. The CG commands or supports all installations within his geographical area of responsibility. His headquarters, then, fills in the voids which exist in relationship to all US Army troops, installations, or activities within his geographical area. Additionally, the CG FUSA has specific mission responsibility for:
  - (1) Combat readiness of deployable forces.
  - (2) US Army Reserve (USAR).
  - (3) Army National Guard (ARNG).
- (4) Reserve Officer's Training Corps (ROTC) and National Defense Cadet Corps (NDCC).
- b. The CONUSA requires resources from the installations to perform its mission and directs resources received from CONARC to the installations, when the decision for distribution of those resources has not been preempted by CONARC or DA. In this latter case, the CONUSA influences the distribution of resources through the process of validating the installation's request.
- c. Since the CONUSA commands the majority of US Army units within its geographical area, it reduces the span of control for CONARC. This function covers all areas of responsibility associated with command; however, having a headquarters to perform this function is costly in terms of additional information requirements and people to act upon that information.
- d. What the CONUSA does for DA is derivative of what the CONUSA does for CONARC.

### 2. Validation of Installation Survey Conclusions.

- a. No. The organizational concepts, which left the Area Command in a geographical area coordinating role between the Force and D&T Commands, and in a commanding role for the Reserve Components remains valid. The eight functional areas which are identified as unique in the installation survey remain unique and the conclusions and recommendations concerning those functional areas have not changed. The recommendation for ROTC, however, has changed from D&T Command to Force Command.
  - b. Additional Analysis.
- (1) The Commanding General's task of providing geographical coordination and representation will be facilitated by his being a senior general officer. How senior the general should be depends on the Army's requirements for general officers and the emphasis placed on public image. Additionally, the present Commanding General is required to rate three Reserve Component Major Generals because of their seniority. However, since the Area Command will lose its responsibilities for command of installations and most Active Army units, the Area Command's role in the functional areas studied in this survey will be significantly reduced.

Therefore, a reduction in the command structure should be possible.

(2) Most of the functions to be retained by the Area Command are supervised now by the Deputy Commanding General for Reserve Forces. Of those functions supervised by the Deputy Commanding General (DCG), monitoring of the ROTC/NDCC program is the only significant mission recommended by the survey for Area Command retention. Both the Reserve Components and the ROTC missions warrant the influence of a general officer; however, internal reorganization within the Area Command should be capable of producing a reduction of either the DCG's grade or that of the Chief of Staff. Of the three functions listed for the Chief of Staff, the management of the FUSA Operating Program would be greatly reduced since it, too, is installation oriented.

### 3. Function/Report Evaluation.

- a. Separating the command group from the rest of the staff and supporting elements, the CONUSA study identifies 28 people in the offices of the Commanding General, his Deputy Commanding Generals, the Chief of Staff and the Secretary General Staff (SGS). Additionally, the support TDA shows 9 enlisted aides and 6 EM in the SGS. There are no reports associated with this functional area. If the present DCG position is reduced to a BG, and the Chief of Staff reduced to Colonel there would be a minimum personnel savings of one aide-de-camp and two enlisted aides. If one position is deleted, the above savings would be realized plus one general officer, a secretary and an assistant SGS for a total of six.
- b. Redistribution of these six spaces would be to the Force Command and D&T Command who will inherit the CONUSA's missions of:
- (1) Monitoring the overall program for training of individuals at the replacement training centers.
- (2) Monitoring the overall program for unit training and operational readiness of Active Army units.
- (3) Monitoring all plans pertaining to mobilization expansion, land defense, military assistance to the civil authority, survival, continuity of operations and support to other commands under any war conditions.
- (4) Performing the responsibilities inherent in these missions of organization, planning, personnel support, logistical support and material readiness, inspections, tests, exercises, readiness status and reports.
- 4. <u>Conclusions</u>. The reduction in missions to be performed by the Area Command results in a possible reduction of the command structure. Six people would be available for staffing the D&T or Force Commands.
- 5. Recommendation. That the project manager examine the feasibility of reducing the Area Command's Command Group by six people for staffing the D&T and Force Commands.

SUPPORT OF CARLISLE BARRACKS, FORT MONMOUTH, ABERDEEN PROVING GROUNDS, AND US MILITARY ACADEMY

- 1. <u>Discussion</u>. Agreements between CONUS Class I and II commanders provide an interplay of administrative and logistical support between certain schools and installations. This has been necessary because of the mixture of command and support (or lack thereof). For example; USAWC is a Class II Tenant Activity commanding a Class I installation (Inclosure 1); USMA is a Class II installation/activity with inadequate support (Inclosure 2); USAOC&S (Inclosure 3) and USASC&S (Inclosure 4) are major Class I Tenants on Class II installations (industrially funded). The agreements have been entered into between First US Army as the Glass I Commander and the appropriate Class II Commander, Commandant or Superintendant in each case. After reorganization, First US Army will no longer command or support any of these installations/activities. These missions must be assigned to either Force Command, D&T Command or both.
- 2. Conclusion. Analysis of the requirement indicates that Doctrine and Training Command should assume these role. This is because D&T Command will control mission funds for Class I schools (presently a CONARC function), command Class I school support installations (except Carlisle Barracks) and has the anticipated advantage of proximity. Additionally, it would follow the D&T Command will become virtually completely school oriented in both budget approach and command and staff concepts.
- 3. Recommendations. That D&T Command be assigned the mission of negotiating and entering into support agreements (similar to those currently exercised by First US Army) with or for the US Army War College, US Military Academy, USAOC&S, and the USASC&S.

### CARLISLE BARRACKS

Location: Carlisle Barracks, Pennsylvania

Type Installation: Class I (Active) (Permanent)

Major Mission: To perform administrative, intelligence, operational, financial, managerial, legal, logistical and medical functions necessary to operate Carlisle Barracks, and to provide administrative and logistical support to the US Army War College and other tenants located thereon.

### Command Relationship:

- a. Under the command jurisdiction of the Commanding General, First US Army.
- First US Army Medical Department Activity US
   Dunham Army Hospital.
- c. The US Army War College is a Class II activity (tenant) under the command jurisdiction of the Deputy Chief of Staff for Personnel, Department of the Army.

### Special Relationship:

The Commandant of the US Army War College commands the US Army Garrison, Carlisle Barracks, through the Deputy Installation Commander. The senior officer position authorized on the US Army Garrison TDA is designated as the Deputy Installation Commander.

Attached for the CG is a copy of Memorandum of Understanding between Commanding General, First US Army and the Commandant, US Army War College.

MEMORANDUM OF UNDERSTANDING-BETWEEN COMMANDING GENERAL, FIRST US ARMY AND THE COMMANDANT, US ARMY WAR COLLEGE

This document, when authenticated by the Commanding General, First US Army and the Commandant, US Army War College, constitutes a memorandum of understanding between parties concerned and shall remain in force until such time as its termination is directed by or agreed upon by higher authority.

Carlisle Barracks is a Class I installation under the command jurisdiction of the Commanding General, First US Army. Carlisle Barracks has been redesignated a Type C installation under AR 10-10 (Class I Installation Organization) as authorized by letter, Department of the Army, FOR OT, subject: Type Designation of Carlisle Barracks, dated 10 June 1970, and by letter, Headquarters United States Continental Army Command, ATFD-MCD-MC, subject: Type Designation of Carlisle Barracks, dated 30 July 1970.

The mission of Headquarters Carlisle Barracks is to perform administrative, intelligence, operational, financial, managerial, legal, logistical and medical functions necessary to operate Carlisle Barracks, and to provide administrative and logistical support to the United States Army War College, United States Army Combat Developments Command Institute of Advanced Studies, United States Army Strategic Communications Command (Carlisle Barracks Telecommunications Center), United States Army Military History Research Collection, and all Class I installation tenants located thereat as currently prescribed in written support agreements. Additionally, Headquarters Carlisle Barracks will provide administrative and logistical off-post support as directed and documented in First US Army Regulation 11-6 (Off-Post Support Assignments), dated 2 January 1970, as changed.

The senior officer position authorized on the US Army Garrison TDA is designated as the Deputy Installation Commander. The Commandant of the US Army War College will command the US Army Garrison, Carlisle Barracks, through the Deputy Installation Commander. In the event of the death, disability or temporary absence of the Commandant, the Deputy Installation Commander (or in his absence, the next senior officer on the US Army Garrison TDA present for duty and not otherwise ineligible) will assume command of the US Army Garrison, Carlisle Barracks as acting commander. In his capacity as Garrison Commander, the Commandant of the US Army War College will be responsible to and under the command of the Commanding General, First US Army. Officer Efficiency Report channels are as follows:

Rater

Indorser

CG, Carlisle Barracks

Rated and indorsed at HQ DA See NOTE.

Deputy Installation Commander

CG, Carlisle
Barracks

DCG, First US Army

NOTE: Upon request, written comments will be furnished by CG, First US Army under provisions of paragraph 4-3i(2)(f), AR 623-105 (report not required when rated officer has a permanent grade of Major General or is on recommended list for promotion to permanent grade of Major General).

The classification of Carlisle Barracks as a Type C installation represents a Department of the Army approved exception to the provisions of AR 10-10 (Class I Installation Organization) only insofar as pertains to command of the US Army Garrison, Carlisle Barracks by the Commandant, US Army War College. This exception does not provide for the integration of the respective staffs of the US Army Garrison and the US Army War College. Neither does it provide for any delegation of authority by the Commandant of the US Army War College to the US Army War College staff over the staff office chiefs of the US Army Garrison. The staff office chiefs of the US Army Garrison will be responsible only to the Deputy Installation Commander and the US Army Garrison Commander.

This memorandum of understanding has been developed in accordance with agreement of parties concerned and the following references:

- a. AR 10-10 Class I Installation Organization.
- b. DA Letter, FOR OT, subject: Type Designation of Carlisle Barracks, dated 10 June 1970.
- · c. HQ CONARC Letter, ATFD-MCD-MC, subject: Type Designation of Carlisle Barracks, dated 30 July 1970.
- d. Support Agreement ZI-A25050-2001-9, between US Army War College and Headquarters Carlisle Barracks.
  - e. Headquarters Carlisle Barracks TDA 1A-WOUUAA-03, July 1970.

f. First U.S. Army Regulation 11-6, Off-Post Support Assignments, dated 2 January 1970, as changed.

JONATION O. SEAMAN
Licutenant General, USA
Commanding General
First US Army

(Date)

GEORGE S. ECKHARDT Major General, USA

Commandant

US Army War College

(Date)

157100 13700	IL EFFECTIVE	DATE	2. TEHMINATION DATE	3. AGREEMENT NUMBER
SUPPORT AGREEMENT	1 April		1 April 1972	Z1-A25050-2001-9
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A NAME AND ADDRESS OF RECEIVING ACTIVE	TY	Carlisl	e Barracks, Pa. 17	013
US Army War College		AD DECU	VING ACTIVITY ADDRESS CO	DE 425050
Carlisle Barracks, Pa. 17013			Idated Prop. Acct.	
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AR 700-39, 1 Jan 65, as change				
b. The support provided un				
by each activity identified her	rein (items !	, 6A, a	nd B) are as relate	d on attached
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c. No resources are to be	transferred	to supp	lying agency to eff	ect terms of the
agreement.				
d. Strength of activity to	o be supporte	d: 361	military and 147 o	ivilians.
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Compander Carliela Barracke	Pa	1 429		22 August 1969
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ROBERT A. MARTIN, COL, A	rmor	Best	-11 A Goods	26 August 1969
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FOR MEN CONTAINER:

Colour, 65
Assistant Chief of Staff
for Administration

- e. Additional manpower is not required by the supplying agency to perform support provided in the terms of the agreement.
- f. The US Army War College (USAWC), the tenant, (hereafter at time referred to as USAWC) under the command jurisdiction of the Deputy Chief of Staff for Personnel, Department of the Army is stationed at Carlisle Barracks, PA. The mission of the USAWC will be as prescribed by the Deputy Chief of Staff for Personnel, Department of the Army.
- g. It is agreed that administrative and logistical support responsibilities shall be as set-forth in Inclosure 1, which is incorporated as part of this agreement. Support and services furnished by Carlisle Barracks, PA (host) under this agreement will be provided in accordance with the provisions of applicable regulations and directives.
- h. The responsibility for administrative and logistical services and support not specifically outlined in this agreement shall remain with the Commandant, USAWC.
- i. In the event of mobilization, this agreement will remain in effect unless terminated through terms contained herein.
- j. Review of the provisions and responsibilities undertaken by this agreement will be made during the 4th quarter of FY 70, and each year thereafter. Changes may be made more frequently if the need arises and provided that they are agreed upon by the parties to the agreement. Either party may terminate this agreement before the established termination date by giving written notice (not less than 30 days notice) to the other party.

### k. Detailed Installation and Tenant Responsibilities:

	Responsibility	
Function/Service	Carlisle Barracks	USAUC
Activity Supply		X (See Note A)
Audiovisual Support Center Services	<b>x</b>	
Budget Responsibilities	x	X (See Note B)
Clothing Sales Store	X	
Commissary	x	
Communication Services	X (See Note C)	·
Court Martial Jurisdiction (Auth 1A G.		
Daily Bulletin	x	(Compliance)
Education	X (See Note D)	
Expendable Supplies	X (See Note E)	
Finance & Accounting	<b>x</b>	
Inspections	X (See Note F)	
Intelligence and Security	X (See Note G)	
Internal Review	X (See Note H)	
Investigations (AP 27-10, Chapter 7)	. x	
Laundry, Organizational	· x	
Legal Services	x	
Maintenance, Direct & General Support	X (See Note I)	
Management Assistance	X (See Note J)	
Medical & Dental Services	. <b>x</b>	
Military Family Housing	x	
Military Police & Confinement Svcs	x	
Mortuary	x	

CATEGORIES OF SUPPORT TO BE PROVIDED. PUT THE CODE LETTER FOR EACH CATEGORY WHICH IS APPLICABLE TO THIS AGREEMENT IN ONE OF THE SMALL BLOCKS UNDER ITEM 8 ON THE REVERSE SIDE

### SUPPLY SUPPORT OR MAINTENANCE SUPPORT

- A AIRCRAFT, AIRCRAFT EQUIPMENT.
- AMMUNITION, ORDNANCE EQUIPMENT,
- D COMMUNICATION EQUIPMENT.
- AND COMPONENTS

  E VEHICLES, VEHICULAR EQUIPMENT.

  CONSTRUCTION EQUIPMENT.

  MATERIEL HANDLING ECJIPMENT.

  FIRE FIGHTING EQUIPMENT.

  AND COMPONENTS

  P CUSTODIAL

  Q PURCHASING AND SERVICES

  P ELECTRICAL AND TO SERVICES SUPPORT (OTHER THAN MAINTENANCE)

  P CUSTODIAL

  Q PURCHASING AND SERVICES

  P ELECTRICAL AND TO SERVICES

  P ELECTRICAL AND TO SERVICES

  N SUBSISTENCE SUPPLIES

  O EXPLOSIVE SUPPLIES

  THAN MAINTENANCE

  P CUSTODIAL

  AND COMPONENTS

  P ELECTRICAL AND TO SERVICE SUPPLIES

  O EXPLOSIVE SUPPLIES

  THAN MAINTENANCE

  P CUSTODIAL

  O PURCHASING AND SERVICES

  P ELECTRICAL AND TO SERVICES

  O EXPLOSIVE SUPPLIES

  O EXPLOSIVE SUPPLIES

  THAN MAINTENANCE

  P CUSTODIAL

  O PURCHASING AND SERVICES

  P ELECTRICAL AND TO SERVICES

  O EXPLOSIVE SUPPLIES

  O EXPLOSIVE SUPPLIES

  THAN MAINTENANCE

  P CUSTODIAL

  O PURCHASING AND SERVICES

  O EXPLOSIVE SUPPLIES

  THAN MAINTENANCE

  P CUSTODIAL

  O PURCHASING AND SERVICES

  O PURCHASING AND SERV
- G. F ELECTRICAL AND ELECTRONIC S'HOUSING OR LOUGING TEQUIPMENT, AND COMPONENTS T LAUNDRY OR DRY CLEANING U MEDICAL OR DENTAL
  - G GENERAL SUPPLIES

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- MEDICAL AND DENTAL EQUIPMENT.
- M. MEDICAL AND DENTAL EQUIPMENT.

  W. MEDICAL AND COMPONENTS

  W. STORAGE OR WAREHOUSING
  W. STORAGE OR WAREHOUSING
  W. STORAGE OR WAREHOUSING
  W. TRANSPORTATION
  W. TRANSPORTATION
  W. UTILITIES
  WORTURY SERVICES

- K PHOTOGRAPHIC EQUIPMENT.
- L PETROLEUM PRODUCTS AND CHEMICALS
- M RAILROAD EQUIPMENT. SHIPS.

A D. STOCKHOLD TO THE CONTROL AND SECOND PRINTING DIFFICE: 1967 - 285-308-

हरकाहरूमा स्थान स्थान , जन्म के में व प्राप्ता है के तथ थान व जन्म है। या पूर्व के वास्त्र में काम प्राप्ता प्र

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	Responsibility	
Function/Service	Carlisia Barracka	UGASO
Homappropriated Funds		, ,
Unit Fund Administration	x :	·
Unit Fund Audit	x	
Hilitery Welfare Fund Dividends	x	
Nonjudicial Punishment, Article 15	s x	
Office Trevel (Administration)	X (Post Level Support)	
Orders, Ceneral & Special	. x	
Personnel Administration	X (See Nots K)	(Ses Fote L)
Post, Comp & Station Property (Ise	Nua) X (See Note H)	
Post Exchange	x	
Post Regulations	x	(Compliance)
Postal Services	X (Post Level Support)	
Property Disposal	x	
Fublic Relations	(Joint Coordination)	
Publication Distribution	X (Post Level Support)	x :
Purchasing & Contracting	X (See Note II)	
Records Administration	<b>x</b>	
Forms Henagement		
Mail Management		
Religious Services	<b>x</b> .	
Repair & Utilities Support	X (See Note 0)	
Reports Control	x	
Reproduction Services		X (See Note P)
Safety Regulations	x	(Compliance)

Function/Service	Carlisia perrects	<u>UMAYC</u>			
Training, Military Parsonnel	X (All Other)	X (USANO Studer			
Transp Billsting & Messing	K.				
Transportation of Household Goods	x	•			
Vehicles, Administrative Use	X (Sea Note Q)				
Welfare & Morsle Facilities	<b>x</b>				

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### NOTES

### A. Activity Supply.

Activity supplies required for the accomplishment of administrative duties will be furnished by Headquarters Carlisle Barracks to the US Army War College on a reimbursable basis.

### B. Budget Responsibilities.

- 1. The Comptroller, Headquarters Carlisle Barracks will receive programming and budgeting guidance, funding advice and other requests for financial data from the Finance and Fiscal Division, Comptroller of the Army, an operating agency, which provides financial support services to DCSPER. Upon receipt of the aforementioned documents, the Comptroller will provide such services as necessary to accomplish interpretation, analysis, review and preparation of drafts as necessary and/or provide guidance and assistance to the Secretary, USAWC for completion and/or compliance. Final review of budgets and financial reports will be accomplished by the Comptroller to assure compliance with established budget and fiscal regulations.
- 2. Quarterly revisions to the operating budget together with desired redistribution will be forwarded to the Comptroller upon request in accordance with Carlisle Barracks regulation.
- 3. The Comptroller will take action to assure that programmed supply and equipment requirements of the USAWC are included in the annual Command Channel Stock Fund Budget and revisions thereto.
- 4. Requests for additional funds and reporting of excess funds available for withdrawal will be requested or reported to the Finance and Fiscal Division, Comptroller of the Army, through the Carlisle Barracks Comptroller.

### C. Communications Services.

Headquarters Carlisle Barracks will provide:

- 1. Normal administrative PBX telephone service on a nonreimbursable basis. Toll calls will be furnished on a reimbursable basis.
- Additional telephone equipment and relocation of telephone equipment on a reimbursable basis with respect to cost of procurement and installation.
  - 3. Repair and maintenance of intercommunication system.
  - 4. Audiovisual Support Center Services.

### D. Education.

Educational responsibilities of Headquarters Carlisle Barracks in support of the US Army War College will be limited to past level support which will include contract university type courses. Course studies, curriculum, and related subject matters will be the responsibility of the US Army War College.

### E. Expendable Supplies.

Expendable supplies will be issued by Post Supply, Headquarters Carlisle Barracks to the USAWC supply section on a reimbursable basis.

### F. Inspections.

Headquarters Carlisle Barracks will be responsible for safety, fire and health inspections. The CO, Hq Co USAG/USAWC will be responsible for inspections involving the clothing, equipment and appearance of assigned enlisted personnel.

### G. Intelligence and Security.

- 1. Advise and assist on all matters pertaining to security.
- Provide physical security to include external security of facilities, security surveys, inspections, and spot checks.
  - 3. Coordinate requests for all counterintelligence services.
- 4. Process personnel security investigations, to include authentication and revalidation of certificates of clearance.
- Coordinate final determination of investigations where adverse information is developed.
  - 6. Process denials of clearance and loyalty determinations.
  - 7. Process suspension and revocation of clearances.
  - 8. Coordinate with USAWC on the access of visitors ...
  - 9. Conduct required security training.

### H. Internal Review.

Internal Review service will be provided to USAWC in accordance with the provisions of AR 37-10 and related directives.

### I. Maintenance, Direct and General Support.

- 1. HQ Carlisle Barracks Field Maintenance Shops will provide field maintenance support for typewriters and office furniture (metal and wood). Maintenance contracts for office machines and equipment beyond the capability and mission assignment of the Carlisle Barracks. Typewriter and furniture maintenance shops will be budgeted by the US Army War College.
- Fabrication of special US Army War College items will be on a reimbursable basis (time and material).

### J. Management Assistance.

- 1. The Comptroller, HQ Carlisle Barracks, will perform installation management analysis and management engineer activities which will include surveys of missions, functions, policies, programs, organization and procedures upon request of US Army War College.
- 2. The Comptroller will cooperate with the US Army War College in studying the utilization of resources, performance, and other aspects of management; recommending improvements in management and reviewing effectiveness of installed improvements; development of systems for work

simplification, programing and performance measurement.

3. Assistance in development and administration of the management improvement program and in the development, implementation, evaluation, and improvement of automatic data process program relating to application of punch card and automatic data processing equipment to business-type operations will be furnished by the Comptroller, HQ Carlisle Barracks, to the US Army War College.

### K. Personnel Administration.

1. Military. HQ Carlisle Barracks is responsible for maintenance of all personnel records and the issuance of general and special orders pertaining to US Army War College Personnel.

### 2. Civilian.

- a. Administration of the civilian personnel management program will be accomplished by the civilian personnel officer, HQ Carlisle Barracks, under the jurisdiction of the CG, Carlisle Barracks, and general supervision of FUSA.
- b. The Commandant, US Army War College, who has been delegated program authority, will make full use of the HQ Carlisle Barracks Civilian Personnel Office and will designate in writing the Civilian Personnel Officer, HQ Carlisle Barracks, to act for him in administration of the civilian personnel program. This designation will not reduce the authority and responsibilities of the Commandant for the effective management and direction of employees under his jurisdiction.
- c. The policies, regulations and procedures of Headquarters Carlisle Barracks will apply to management of civilian employees of the US Army War College, and in accordance with paragraph 103.03 of CPPM No. 1.
- (1) The Commandant will appoint a representative(s) for his activity on the Carlisle Barracks Incentive Awards Committee.
- (2) Employees of the US Army War College will be included in the Carlisle Barracks Merit Promotion Program.
- (3) Civilian Personnel Program evaluation reports will be forwarded through FUSA channels. Upon request, copies of these reports will be annotated for US Army War College personnel, and forwarded through DCSPER channels.
- (4) For Reduction-in-Force (RIF) purposes, US Army War College personnel will be included in the Carlisle Barracks competitive area.
  - 3. Manpower Control -

Accomplish the Manpower Utilization and Requirements Report (CSFOR-78, Part A).

### L. Personnel Administration.

All others, including accomplishment of the Manpower Utilization and Requirements Report (CSFOR-78, Part B).

### M. Post, Camp & Station Property (issue).

- Headquarters Carlisle Barracks will issue TA property to the USAWC on a reimbursable basis.
- The USAWC Supply Officer will maintain a property book for TA property in accordance with AR 735-35.

### N. Purchasing and Contracting.

Purchasing and Contracting services will be provided on a common user basis in accordance with AR 10-7 and paragraph 1-401.70 of USCONARC Regulation 715-1.

### O. Repair and Utilities Support.

The Post Engineer, Carlisle Barracks, will provide repair and utilities support on a nonreimbursable basis in accordance with AR 420-10. Minor construction work determined necessary solely for the USAWC mission activity will be provided on a reimbursable basis in accordance with DA Circular 37-44.

### P. Reproduction Services.

Reproduction and printing services will be furnished Headquarters Carlisle Barracks by the US Army War College on a nonreimbursable basis in the same manner as for other agencies.

### Q. Vehicles, Administrative Use.

Driver TDY costs including meal tickets will be budgeted and accounted for by Headquarters Carlisle Barracks in support of the US Army War College.

### UNITED STATES MILITARY ACADEMY

### WEST POINT MILITARY RESERVATION

Location: West Point, New York

Type Installation: Class II (Active) (Permanent)

Major Mission: To instruct and train the Corps of Cadets so that each graduate will have the qualities and attributes essential to his progressive and continued development through a career as an officer of the Regular Army.

### Command Relationship:

- a. Under supervision and control of the Deputy Chief of Staff for Personnel, Department of the Army.
- b. First US Army provides USMA certain administrative and logistical support as follows:
- (1) Furnishes supervision and technical advice on medical and dental service including the Federal Civilian Employee Health Service Program.
- (2) WAC Staff Advisor visits USMA to observe morale and well-being of WAC personnel (2 officers, 47 enlisted), in coordination with and with concurrence of, major commander concerned.
- (3) Provides military nonappropriated fund support to USMA.
- (4) Furnishes liquor decals because USMA is geographically located in the Army Area. First US Army has no responsibility for USMA Open Messes.
- (5) Processes USMA nonappropriated fund vehicle license registrations because USMA is geographically located in the Army Area.

- (6) Reimburses USMA from nonappropriated funds for travel and meals for USMA teams or individuals participating in First US Army sports activities.
- (7) USMA hosts First US Army sports events as mutually agreed upon.
  - (8) Administers the Comptroller Civilian Career Program.
- (9) Provides direct support maintenance and supply for aircraft from the DS/GS maintenance activity, Lakehurst Naval Air Station, Lakehurst, NJ.
- (10) Manages the Command Stock Fund (\$10,873,000.00 Sales Volume in FY 71; \$11,273,000.00 acquisition authority).
- (11) Provides assistance in the formulation of master plans, provides appropriate guidance and resolution of Engineer problems of regional significance where the interests of other commanders, defense agencies, states or other Federal agencies are involved.
- (12) Reviews and corrects DA Form 2541, Inventory of Military Real Property, and produces corrected cards and print-outs.
- (13) Loans Active Army equipment in support of summer training requirements.
- (14) Incorporates USMA input into the world-wide Ammunition Requirements and Assets Report.

### ABERDEEN PROVING GROUND

Location: Aberdeen, Harford County, Maryland

Type Installation: Class II (Active) (Permanent)

Major Mission: Operate Aberdeen Proving Ground, a Class II installation in accordance with existing regulations, or as directed by the CG, US Army Test and Evaluation Command (USATECOM). Provide administrative and logistical support and technical advice to tenant activities and other governmental agencies. Perform other services as directed by the CG, USATECOM.

### Command Relationship:

- a. Aberdeen Proving Ground is under the jurisdiction of the United States Army Materiel Command. (Industrially funded)
- b. The US Army Ordnance Center and School is a Class I activity under the command jurisdiction of the CG, CONARC and is a major tenant at Aberdeen Proving Ground.
- c. First US Army provides administrative and logistical support to the US Army Ordnance Center and School. Attached is a listing of support provided.
- d. The First US Army Medical Department Activity located at Aberdeen Proving Ground is under the staff supervision of the Surgeon, this headquarters. The Medical Department Activity Commander reports directly to the Commanding Officer, Aberdeen Proving Ground and is responsible for health services within that command.

Inclosure 3

### US ARMY ORDNANCE CENTER AND SCHOOL

### ADMINISTRATIVE AND LOGISTICS SUPPORT

### ADMINISTRATIVE

- 1. Administers the Comptroller Civilian Career Program.
- 2. Administers the Management Improvement Program which includes the Work Measurement, Work Simplification and Zero Defects Programs.
- 3. Administers the Reports Control and Committee Management Programs.
- 4. Provides program guidance for internal review and audit functions.
- 5. Receives and reviews quarterly reports concerning participation in the Savings Bond Program and issues awards when appropriate.
- 6. Provides financial management reporting services.
- 7. Takes final action by authority of the Secretary of the Army on those reports of survey beyond the authority of the US Army Ordnance Center and School.
- 8. Provides funding support. Control of the school mission funds is exercised by HQ CONARC.
- 9. Processes automatic data processing equipment requests and maintains an inventory of all such equipment.
- 10. Provides administrative support in the area of manpower management.
- 11. Provides assistance in religious matters when so requested.
- 12. Processes enlisted requisitions and surplus reports.
- 13. Provides military personnel management except for officer requisitioning which is direct from the School to HQ CONARC.

- 14. Provides supervision and direction of the Equal Employment Opportunity Program.
- 15. Observes and advises on all matters pertaining to the Women's Army Corps.
- 16. Provides technical guidance and assistance relating to special services when requested.
- 17. Programs goals and monitors General Educational Development of military personnel.
- 18. Provides supervision and direction of Safety Program.
- 19. Reviews Book Department budgets and financial statements (NAF).
- 20. Exercises general courts-martial authority including supervisory authority over inferior courts-martial and Article 15 appellate authority.

### LOGISTICS

- 1. Provides technical advice and assistance within the engineer area upon request.
- 2. Provides technical advice and assistance within the maintenance area upon request or as deemed necessary.
- 3. Processes and evaluates the Army Maintenance Management System (TAMMS) reports submitted in accordance with TM 38-750 and TM 38-750-1.
- 4. Provides appropriated fund support to finance approximately 85% of the operating costs of the Commissary Store.
- 5. Provides food advisory services and assistance to Army school troops on a scheduled basis.
- 6. Provides assistance in securing school equipment when requested.

### OTHER

- 1. Assists in the engineering and repair of educational TV cable when requested.
- 2. Provides audio-visual services.
- 3. Assigns radio frequencies.
- 4. Exercises technical supervision over the operation of the photo facility.
- 5. Provides quotas and funds for school training of staff and faculty of the US Army Ordnance Center and School.
- 6. Provides a class one training aids center under the control of the US Army Ordnance Center and School.
- 7. Monitors the Army Resources Conservation Program (RECON) within the area of General Management Improvements (sub-area Automatic Data Processing). NOTE: Management Information Systems Office (MISO), this headquarters, monitors.

### FORT MONMOUTH

Location: Red Bank, New Jersey

Type Installation: Class II (Active) (Permanent)

Major Mission: Provide supporting services normally associated with the operation of an Army installation, for all US Army Electronics Command elements located at Fort Monmouth and at other locations as assigned. Provides similar services to other tenants as authorized by appropriate authority.

### Command Relationship:

- a. Fort Monmouth is under the jurisdiction of the United States Army Materiel Command.
- b. The US Army Signal Center and School is a Class I activity under the command jurisdiction of the CG, CONARC and is a major tenant at Fort Monmouth.
- c. First US Army provides administrative and logistical support to the US Army Signal Center and School. Attached is a listing of support provided.
- d. The First US Army Medical Department Activity located at Fort Monmouth is under the staff supervision of the Surgeon, this headquarters. The Medical Department Activity Commander reports directly to the Commanding General, Fort Monmouth, and is responsible for health services within that command.

Inclosure 4

## US ARMY SIGNAL CENTER AND SCHOOL ADMINISTRATIVE AND LOGISTICS SUPPORT

### ADMINISTRATIVE

- 1. Administers the Comptroller Civilian Career Program.
- 2. Administers the Management Improvement Program which includes the Work Measurement, Work Simplification and Zero Defects Programs.
- 3. Administers the Reports Control and Committee Management Programs.
- 4. Provides program guidance for internal review and audit functions.
- 5. Receives and reviews quarterly reports concerning participation in the Savings Bond Program and issues awards when appropriate.
- 6. Provides financial management reporting services.
- 7. Takes final action by authority of the Secretary of the Army on those reports of survey beyond the authority of the US Army Signal Center and School.
- 8. Provides funding support. Control of the school mission funds is exercised by HQ CONARC.
- 9. Processes automatic data processing equipment requests and maintains an inventory of all such equipment.
- 10. Provides administrative support in the area of manpower management.
- 11. Provides assistance in religious matters when so requested.
- 12. Processes enlisted requisitions and surplus reports.
- 13. Provides military personnel management except for officer requisitioning which is direct from the School to HQ CONARC.
- 14. Observes and advises on all matters pertaining to the Women's Army Corps.

- 15. Provides supervision and direction of the Equal Employment Opportunity Program.
- 16. Provides technical guidance and assistance relating to special services when requested.
- 17. Provides supervision and direction of Safety Program.
- 18. Programs goals and monitors General Educational Development of military personnel.
- 19. Reviews Book Department budgets and financial statements (NAF).
- 20. General courts-martial jurisdiction has been transferred by attachment to Fort Monmouth.

### LOGISTICS

- 1. Provides technical advice and assistance within the vengineer area upon request.
- 2. Provides technical advice and assistance within the maintenance area upon request or as deemed necessary.
- 3. Processes and evaluates the Army Maintenance Management System (TAMMS) reports submitted in accordance with TM 38-750 and TM 38-750-1.
- 4. Provides food advisory services and assistance to Army school troops on a schedule basis.
  - Provides inspection services of property books.
     (Requested by US Army Signal Center and School).
  - 6. Provides assistance in securing school equipment when requested.

### OTHER

1. Assists in the engineering and repair of educational TV cable when requested.

- 2. Provides audio-visual services.
- 3. Assigns radio frequencies.
- 4. Provides quotas and funds for school training of staff and faculty of the US Army Signal Center and School.
- 5. Provides a class one training aids center under the operating control of the US Army Signal Center and School.

### CONUSA ANALYSIS

### READINESS REPORTING

### CONUSA Findings.

- a. At the present, the CONUSA is an intermediate echelon between the installation and CONARC or DA. It edits and consolidates readiness reports, takes that remedial action which is within its authority and forwards the reports up the chain of command.
- b. In addition to editing the installation submissions of unit readiness reports (punched cards), the CONUSA reduces the manually prepared readiness forms of the Reserve Components to punch cards prior to forwarding them to CONARC. The CONUSA provides the installation with resources to improve unit readiness to the extent of their authority. In an environment of scarce resources this function is significant only in terms of redistributing unit assets when one unit is alerted for deployment.
- c. Besides improving the accuracy of unit submissions of readiness data, the CONUSA assists in registering units within the Department of the Army and the Worldwide Military Command and Control Systems.
- d. What the CONUSA does for DA in readiness reporting is a derivative of what the CONUSA does for CONARC. See c above.

### 2. Validation of Installation Survey Conclusions.

- a. No. The alternatives developed for each of the organizational concepts in the installtion report are still valid. The function and report validation which follows is based on Concepts II and III which were identified as the favored concepts in the installation report.
- b. Since the actual flow of data throughout the entire reporting system was not apparent at the installation, supplementary charts of how data will flow after reorganization are added as inclosures:
  - (1) Automated Army Unit Readiness Reporting System (AAURRS)
  - (2) Reserve Component Unit Readiness Reporting System
  - (3) Force Identity and Reporting Systems (FORSTAT)
  - (4) Joint Resources assessment Data Report (JADREP)
  - (5) Civil Disturbance Unit Data Reporting System (CIDUDAT)

### Function/Report Evaluation.

a. Although there are only five people in the Readiness Information Systems Branch of the Plans and Operations Division to handle Command and Control Systems plus Active Army Unit Readiness Reporting, there are an additional 3.817 spaces in other staff agencies devoted to these two functions. When the DCSRF spaces are added for Reserve Component readiness reporting and Command and Control, there are a total of 11.067 spaces involved. None of these figures includes the data processing people who punch cards and operate the computer. The list of nine reports, and the branches acting on those reports is shown at inclosure 6. Of this total, 2.25 spaces are involved in the monitoring of Reserve Component readiness reporting and 1.25 are for monitoring Command and Control reporting for Reserve Components. Both of these

functions will continue with the Area Command after reorganization. The other 7.567 spaces are associated with active Army units and their readiness and Command and Control reporting. Of these spaces, 1.25 should be made available to D&T, one to the Force Command and 5.317 should be available to the installation to improve their submissions.

b. Listed below are the echelons of command followed by the number of spaces reallocated to each command as a result of shifting functions. The revised functions are listed for each echelon of command followed by the number of spaces associated with that function. The reports associated with the function are listed immediately below that function. Functions listed in the FUSA Missions and Functions Manual which were duplications or pertained to internal headquarters briefings, etc., have not been listed.

(1) Area Command 3.50

(a) Supervise Command and Control Reporting System 1.25

Report - FORSTAT - ATOPS 52 (R2)

(b) Process Reserve Components Unit Readiness Reports 1.25

Report - Reserve Component Unit Readiness Report, CSGPO-313

(c) Prepare the Command Narrative Summary 1.00

1. Reserve Component Unit Readiness

Command Summary Evaluation, CSGPO-314

Reserve Component Equipment

Readiness Improvement Plan, SAOSA-109(R-1)

(2) Force Command

1.25

- (a) Continue to perform the policy direction, processing and monitoring of readiness and Command and Control reporting which CONARC performs now.
  - 1. Unit Readiness Report (AAURRS), CSGPO-323
  - 2. Command Summary and Evaluation, CSGPA-265
  - 3. Reserve Component Unit Readiness Report, CSGPO-313
  - 4. Reserve Component Command Summary Analysis, CSGPO-314
  - Deployment Readiness Report, CSGPO-23
  - 6. FORSTAT, ATOPS-52
  - 7. CIDUDAT, DCDPO-1
  - 8. STRAF Improvement Program Special Unit Readiness Report, SAOSA-109
  - 9. Reserve Component Equipment Readiness Improvement Plan, SAOSA-109
  - b. Perform the additional editing now performed by the CONUSA.

Same reports as above.

1.25

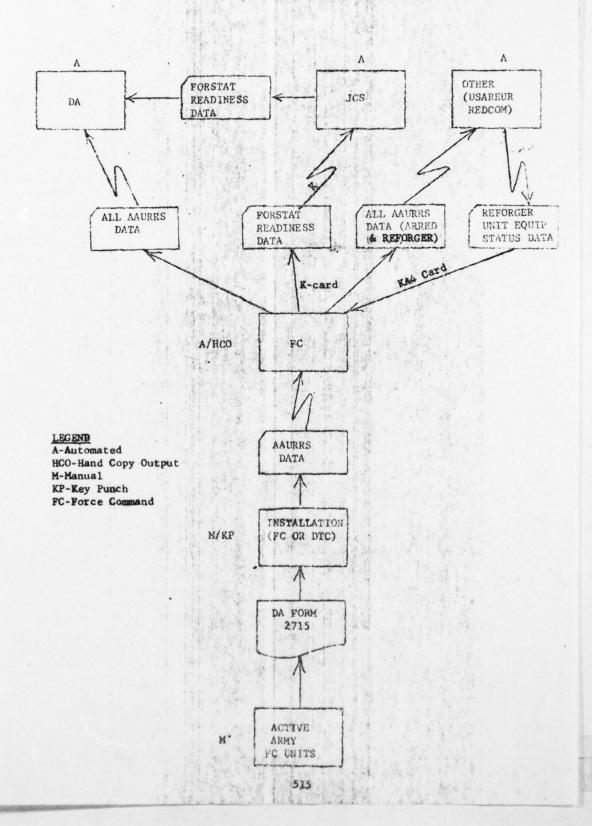
(3) D&T Command

1.00

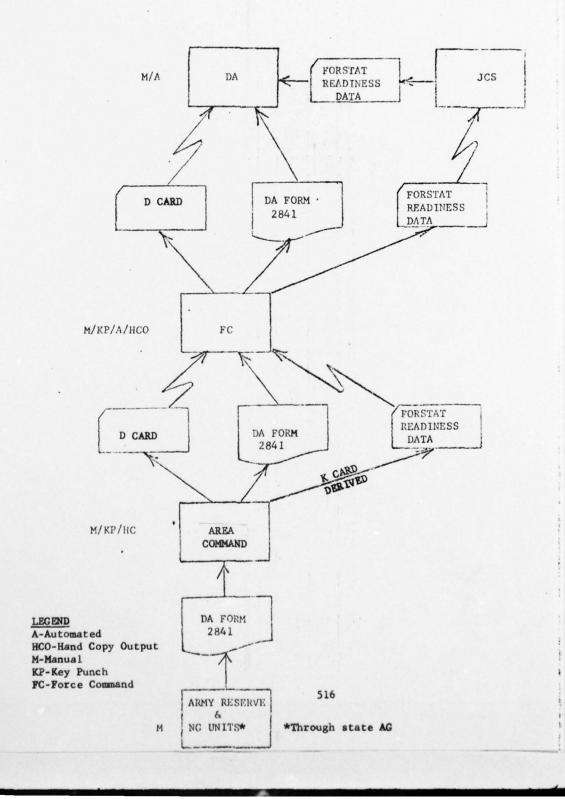
(a) Register subordinate units and report Command and Control Data $$	1.00
Report - FORSTAT, ATOPS-52	
(4) Both - N/A	
(5) Installation	5.317
(a) Concinue to report readiness and Command and Contras required.	rol Data
$\underline{1}$ . Unit Readiness Report (AAURRS), CSGPO-323	
2. Deployment Readiness Report, CSGPO-23	
3. FORSTAT, ATOPS-52	
4. CIDUDAT, DCDPO-1	
5. STRAF Improvement Program Special Unit Readiness Rep	port, SAOSA-109
(b) Improve report submission	5.317
Same reports as above	
(6) DA and Others - Continue same functions they have	now.
(7) Eliminate, N/A	
4. Conclusions. The Area Command will no longer be response readiness reporting or Command and Control reporting function with Active Army units. This change in function should make spaces available for redistribution-1.25 spaces to the Fore 1.00 space to the D&T Command and 5.317 spaces to the installations could use these spaces accuracy of the reports. The D&T Command can use its one spreporting of D&T units, and the Area Command will retain 3.3 Reserve Component readiness reporting and FORSTAT. This disaccounts for the 11.067 spaces now involved in readiness and Control reporting now performed at FUSA.	ons associated a 7.567 ce Command, llations. The to improve the pace for FORSTA 5 spaces for stribution d Command and
5. Recommendations. That the 11,067 spaces (rounded to 11 at FUSA involved in readiness and Command and Control report redistributed as follows:	

a. Area Commandb. Force Commandc. D&T Commandd. Installations

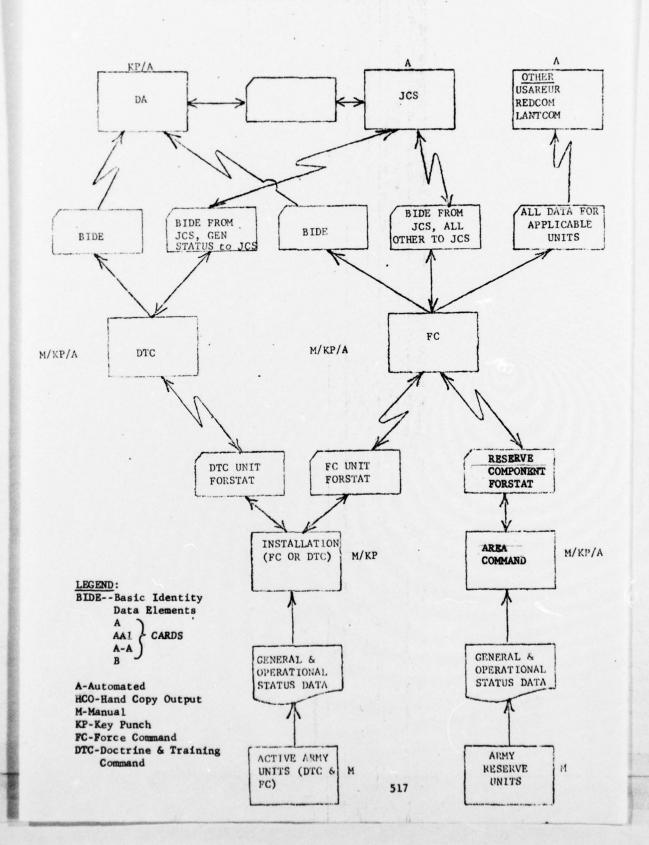
Automated Army Unit Readiness Reporting System (AAURRS) (AR 220-1)



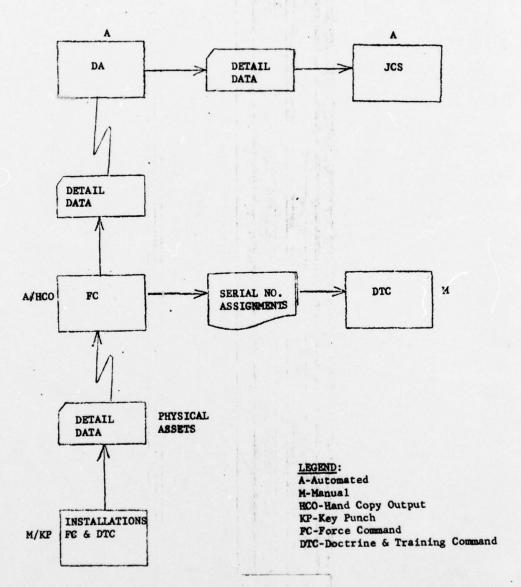
Reserve Readiness Report (AR 135-8)



Force Status & Identity (FORSTAT) Report

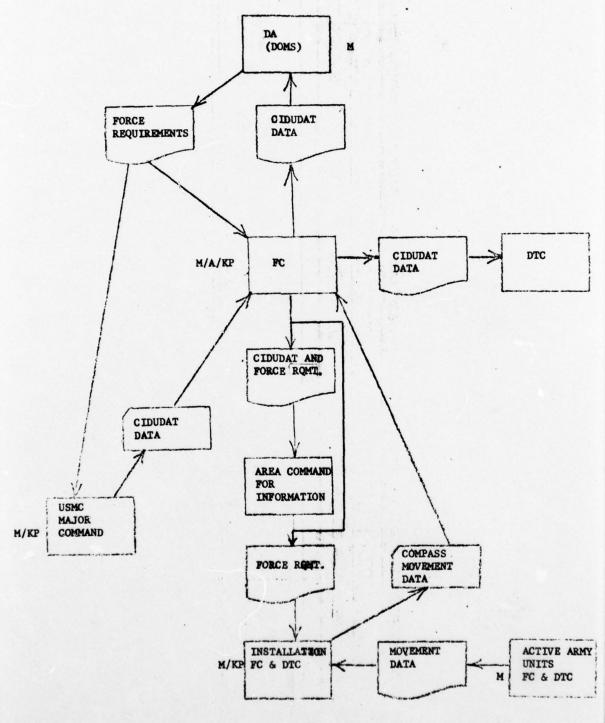


## JOINT RESOURCES ASSESSMENT DATA REPORT (JADREP)



Serial No. + Category Code describe unique physical assests at each installation.

# CIVIL DISTURBANCE UNIT DATA REPORT (CIDUDAT)



# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSOT

DIVISION Plans & Operations

BRANCH Operations

SECTION Readiness and Information Systems

DATE OF INTERVIEW

17 Apr 72

FUNCTIONAL AREA (S) Readiness Reporting

520

ince 6

PHONE # 3715/4150

Active Army Locater System (AA/10C)	ivil Disturbance Unit Data Report	Force Identity and Status Reporting System (FORSTAT)	Readiness Summary and Analysis (Major command summary evaluation of Unit Readiness) Quarterly	Readiness Report outomated Army Unit Readiness (AAURES) Monthly.co	(a) Title/Name of Report	MAME OF INDIVIDUAL CONTACTED CPT Filipiak
CSGP0-322	DCDPO-1	ATOPS-52 (R3)	CSGPA- 265 (R31) ATOPS-39 (R3)	TIA ALIONS- CEGIPO- CEGIPO-	RCS	ACTED CPT
		X	S. Care	8		Filipiak identii
	X punch cards	X punch cards		X punch cards	(c)	ication
S. S	Units	Units * (Opns)	FUSA *	Unit-2715 Punch cards opms (install)	(d) Origination	CPT Filipiak Unit Identification Code Information Officer)
AR 525-10	AR 525-10 Ch 8	JCS PUB 6 CONARC 525-3 (Draft)	AR 220-1 & CONARC Suppl	AR 220-1, Sep 71; 1A Mag 281930Z Dec 71 CONARC Sup to AR 220-1	(e) Authority	on Officer)
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BASOPS contains multi-command listings.  RIS only has IA units on AA/IOC.  Contains multi-command listings.  RIS only has IA units on AA/IOC.	*CONARC instituted moratorium on submissions by CONUSA.	CIDUDAT, ECUIP STATUS (LAM FORSTAT) AND OTHER DAXREP REPORTS.  Unit must have UIC to recuisition and to report. Also Active Army Locator System (AA/LOC). Bumped against AG's Organizations Master Listing once a quarter to match.	Prepared from monthly submission of AAURRS plus input from other staff agencies. Used at FUSA for briefings. Info copies forwards to other CONUSA's.	Edit requires 10 minutes running time.  AAURRS duplicated at CONARC for FORSTAT.	Remarks 521	

# CONUSA Survey (cont)

# CONARC Disposition

- This report is received by the Operational Readiness Branch of DCSOPS. Once it is staffed by CONARC it is forwarded to DA. The computer program at CONARC inserts the AAURRS "K" card on readiness into the FORSTAT (K cards are identical).
- CONARC consolidates the input from the CONUSAs and forwards a summary to DA.

  FORSTAT is processed by the Command and Control Branch. The information for FORSTAT is received from the CONUSA, CONARC staff input and data files, DA, and JCS. Output is to EUCOM, REDCOM, IANTCOM, CONUSAs, DA and JCS.

  Submission of the Civil Disturbance Unit Data Report is temporarily suspended while the system is being revised.
- AA/IOC is received by CONARC Command and Control Branch and becomes a part of the GELOC file.

CONUSA SURVEY
REPORTS COLLECTION FORM

MANS OF INDIVIDUAL CONTACTED MSG Pieklienak

DESCRIPT SECTION/OFFICE DCSOT

DIVISION Force Development

BRANCH Force Structure, Manpower, and Documents

FUNCTIONAL AREA(S) Readiness Reporting

DATE OF INTERVIEW 17 Apr 1972

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ONUSA Survey (cont)

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Force Structure Branch. Evaluation of Units for Deployment Under POM (AP20-10)	Remarks	3	
Evaluation index POM			

11.1

CUNUSA Survey (cont)

(r) CONARC Disposition

This report is distributed to the staff for action, but the Operations Branch, Operations Division, DCSOPS (OPS-OPS) is responsible for responding to DA. DA receives a copy of the report, and for minor problems CONARC's action is to telephone concurrence to DA. For major problems, OPS-OPS staffs a response within CONARC and forwards it to DA.

REPORTS COLLECTION FORM

HAME OF STAPE SECTION OFFICE DCSPER
DIVISION PP&O
BRANCH Military Personnel Management
SECTION

FUNCTIONAL AREA(S) Readiness Reporting PHONE # 2360

DATE OF INTERVIEW 20 April 1972

CONUSA Survey (cont)

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CONARC Disposition

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. Automated Operational Readi- ness Reporting (REDOPS) (Foksmi)	Deployment Readiness Report	3TRAS Improvement Program Special Unit Readiness Report	Logistics Summary and Sval- uation of Unit Readiness	7 automated unit readiness orting System(AAURR3) DA Form 2715 Series	Title/Name of Report	ELEME OF STAFF SECTION/CFFICE  BRANCH LO SECTION  B
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-	Command Summary Evaluation of Reserve Component Unit Readiness			Reserve Component Equipment Readiness Improvement Plan	Reserve Component Unit Readiness Report (DA Form 28h1)		(a) Title/Name of Report	EVINE OF INDIAIDNAT COMPACTED	MAME OF STAFF SECTION/OFFICE BRANCH   SECTION
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	MUSARC/State AG submissions of Summary Evaluation of reporting Units are used for input to 1A submission to COMARC.		dring la review and when errors are detected.	This report is changed when assets are available for redistribution to fill reported	Correction of errors, recom- mendations and justifications in Sect 3 by Unit Commandars, reallocation of resources, subjective judgement.		(1) Explanation	-	RVIEW 18 Apr 72

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### CONARC Disposition

as required. Once it is staffed, the report is them forwarded to DA.

The summary analysis is prepared by DCSOPS with feeder information from DCSLOG. It is forwarded quarterly to DA. The report is received by the Operations Readiness Branch of DCSOPS. DCSLOG makes comments and acts on logistics problems

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- This report is forwarded directly to DA DCSLOG with information copies to AMC and CONARC monitors.
- Operations Branch, Operations Division (OPS-OPS) has the proponency for the report. DCSLOG takes action on logistics matters as required and coordinates with OPS-OPS. The state of the s
- dition is recognized a change is submitted separately, in which case it would go to the Command and Control Branch of CONARC. Normally, this report is derived automatically at CONARC from the Unit Resdiness Report (AAURRS). If a change in readiness con-
- command briefings within CONARC and also to DA when requested. When received from CONUSA, one copy is given to RF-Training, DCSLOG and DCSPER. All Readiness Reports are proofed for accuracy, with two copies of each report then being forwarded to DA, checked by this office for accuracy and then are transmitted to DA, ODCSOPS, via AUTODIN. RC Unit Readiness Report (DA Form 2841) - Used by CONARC as basis for Command Summary Evaluation (CSE). Statistics used for CONARC staff offices listed above use these reports to produce their annexes to the CONARC CSE. Punched cards are
- This report is consolidated at CONARC by the Plans and Operations Branch of DCSLOG and forwarded to DA.
- Command Summary Evaluation (CSE) When received from CONUSA, one copy each is forwarded to RF-Training, DCSPER, DCSLOG and DCSCOMPT for evaluation of significant trends and problem areas beyond the capability of HQ CONARC to solve. These offices briefing CG CONARC, and receiving approval, the CSE is forwarded to DA, CORC, Personnel, Military Operations, Logistics, Army Reserve, National Guard Bureau and CGs CONTRA Army Reserve, National Guard Bureau and CGs, CONUSA. produce their annexes for the CONARC CSE based on the input from the RC Unit Readiness Reports and CONUSA CSE.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSRF
DIVISION O&R
BRANCH Readiness

DATE OF INTERVIEW

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Reg 525-10; CONVARRED Reg 525-3; lA Reg 135-15 f. Applies to all CONUSAS g. " " " h. " " " e. As supplemented by CONRC and First US Army	<b>3</b>	₹ <b>₹</b>	₹ ₹	OCS Pub 6 AR 135-8	USAR & ARNG		× ×	ATOPS 52 (R2) CSGPO 313	ORSTAT
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CONARC Disposition

FORSTAT - Transaction register monitored weekly to verify the RC information in the FORSTAT data base, which is the primary document used to compare the overall readiness of all units and on which RC unit assignments to contingency plans are based

by HQ CONARC. FORSTAT transmitted to DA, Systems Branch, Command and Control Center.

RC Unit Readiness Report (DA Form 2814) - Used by CONARC as basis for Command Summary Evaluation (CSE). Statistics used for command briefings within CONARC and also to DA when requested. When received form CONUSA, one copy is given to RF-Training, command briefings within CONARC and also to DA when requested. CORC. CONAXC STRIC OTLICES ALBUCY and then are transmitted to DA, via AUTODIN. DCSLOG and DCSPER. All Readiness Reports are proofed for accuracy, with two copies of each report then being forwarded to DA, CONARC staff offices listed above use these reports to produce their annexes to the CONARC CSE. Punched cards are

Mational Guard Bureau and CGs, CONUSA. OC CONARC, and receiving approval, the CSE is forwarded to DA, CORC, Personnel, Military Operations, Logistics, Army Reserve, produce their annexes for the CONARC CSE based on the input from the RC Unit Readiness Reports and CONUSA CSE. After briefing DCSCOMPT for evaluation of significant trends and problem areas beyond the capability of HQ CONARC to solve. Command Summary Evaluation (CSE) - When received from CONUSA, one copy each is forwarded to RF-Training, DCSPER, DCSLOG and These offices

### CONUSA ANALYSIS DOMESTIC EMERGENCIES

### 1. CONUSA Findings.

- a. At the present time, the CONUSA has a geographical area responsibility which lends itself to the administration of relief during domestic emergencies. Consolidating the activities considered to be domestic emergencies, as defined by the installation, the CONUSA, and CONARC, they may be grouped as:
  - (1) Natural and man-made disasters.
  - (2) Civil defense (recovery after a nuclear attack).
  - (3) Civil disturbances.
- (4) Land defense (protection against sabotage and repulsion of an invasion).

For natural and man-made disasters the CONUSA can respond with active Army resources under its command at its subordinate installations. For civil defense the CONUSA makes its own as well as other government resources available to the State Adjutants General, who have the responsibility for directing recovery after a nuclear attack. For civil disturbances the CONUSA is responsible for planning and providing support to civil disturbance units. For land defense the CONUSA is responsible for coordinating the defense of its geographical area and selected targets within that area.

- b. There is very little that the CONUSA can do for the installation in this functional area except plan for the protection of government facilities and task other installations to provide support as required. Conversely, the CONUSA requires the assets of the installations as well as the Reserve Components to perform its mission.
- c. For CONARC, the CONUSA assumes the geographical area of responsibility and thus reduces CONARC's span of control. Also, it monitors the plans prepared by CONARC and DA, and acting as the DOD executive agent the CONUSA provides representation to the regional offices of the Office of Emergency Planning (OEP) and the Office of Civil Defense (OCD).
- d. In addition to the above, the CONUSA collects data on all government capabilities available within the CONUSA area and makes these known to the State Adjutants General for civil defense planning.

### 2. Validation of Installation Survey Conclusions.

- a. No. The recommended procedures for domestic emergencies in the installation report were the same for all three organizational concepts. While the recommended procedures remain valid, an expansion of the discussion is appropriate.
- b. In the installation report the term, <u>civil defense</u>, was used collectively to include civil disturbance. Since the CONUSA used civil defense to refer exclusively to recovery after a nuclear attack, the two terms, <u>civil defense</u>, and <u>civil disturbance</u>, will be discussed separately in the following paragraphs.

- (1) Civil defense is a primary function of the State Adjutant General. The CONUSA's primary function, in addition to annually submitting a list of units and capabilities to the State AG's, is to make forces available to the State AG's. After the reorganization, the installation's active duty troops will no longer be available to the Area Commanders. However, an event such as a nuclear attack on the United States would stimulate a response from all echelons of the government. Therefore, conflicts between domestic emergency missions, mobilization, deployment, etc., would be resolved at a much higher level than the installation or Area Command. The Force Command EOC would be a logical place to coordinate recovery while concurrently responding to JCS direction for strategic response.
- (2) Response to civil disturbances is fairly well limited to the States and Commonwealths' ability to react with their own police forces and National Guard. Although the CONUSA still maintains augmentation plans for use of active Army units, the only functional reason is that the CONUSA is an intermediate echelon in the chain of command from DA to the unit. The troop lists are prepared by DA (DOMS) and CONARC. Changes to the troop or equipment lists are approved by CONARC. Therefore, the Area Commander's coordinating role after reoganization will be similar to what it is today but without a planning capability for active Army units and installations.
- (3) Natural and man-made disasters. This category of domestic emergency is well covered in the installation report. However, no provision was made for the Army representation to OEP regional coordinating boards. Four responses are viable. First, the Force Command could send representatives to each of the ten OEP regions for their periodic coordinating conferences. Second, since the Office of Civil Defense is a Secretary of the Army responsibility, the eight OCD regional offices could represent the Army for coordination with OEP. Third, the Area Command could continue coordination as it is performed now. However, the Army representative would no longer have the installations under his direct control and would be required to seek concurrence from the installation commanders or their higher headquarters before support agreements became final. Fourth, ten installations could be designated as points of contact, one for each OEP region, with authority to develop supporting plans for the Army. This last approach would have the advantage of a closer working relationship between the OEP regional office and the installations within that region. The installation staff would have intimate knowledge of the local emergency plans and the resources required. Resources from other installations within the OEP region would require additional coordination. Another advantage of this decentralized coordination approach is the harmony fostered with other government activities and between government activities and the local populace.
- (4) The present concept for land defense is basically that each facility defends itself with that security force which is available. Additionally, certain Reserve Component units have a mission of protecting predesignated targets from sabotage or capture. Once the scope of a land defense problem has been identified, forces would be moved as necessary. In this situation the Force Command EOC can direct units to the troubled areas as required. If the problem is large enough, and enough forces are committed, the Force Commander may find it expedient to designate the Area Commander as Task Force Commander and assign all committed units temporarily to his command. Otherwise, the Area Commander would retain only his command role as it pertains to the Reserve Components.

### 3. Function/Report Evaluation.

- a. Discounting the personnel in DCSRF who may occasionally be involved in domestic emergencies, seven persons in the DCSOT, Plans and Operations Division are involved in domestic emergency planning and execution for the major portion of their working hours. These people are in the Civil Defense/Civil Assistance Branch (4), Plans Branch (2), and Operations Branch (1). An additional consideration is that three people in the Plans Branch and seven people in the Operations Branch plus three people in the Plans and Operations Division work with the active Army units at installations which will no longer be under the command of the CONUSA commander. Thus a total of twenty spaces are available for redistribution as shown in paragraph b below. The list of eight reports and the branches acting on those reports is shown at inclosure 1.
- b. Listed below are the echelons of command followed by the number of spaces reallocated to each command as a result of shifting functions. The revised functions are listed for each echelon of command followed by the number of spaces associated with that function. The reports associated with the function are listed immediately below that function. Functions listed in the FUSA Missions and Functions Manual which were duplicating or pertained to internal headquarters briefings, etc., have not been listed.
  - (1) Area Command.

0

- (a) Retain planning capability for use of Reserve Components in domestic emergencies. None of the twenty spaces are retained because the Area Command should be able to accomplish this limited mission with its residual staff for command of the Reserve Components.
  - 1. Military Natural Disaster Assistance, DD-A(AR)114.
  - 2. Civil Defense Report, CSGPO-136.
  - (b) Submit operational reports as required.
    Report-Operational Reports Lessons Learned, CSFOR-65.
  - (c) Assist in search and rescue operations.
- (d) Continue to supervise FUSA Mobilization Designee Liaison Detachment.
  - (2) Force Command.

2

- (a) Expand present CONARC planning to assume CONUSA role in planning for domestic emergencies with supplementary plans prepared by the Area Command for Reserve Components and by the installations for Active Army units.
  - 1. Military Natural Disaster Assistance, DD-A(AR)114.
  - 2. Civil Defense Report, CSGPO-136.
  - 3. Availability listing of Forces-Civil Defense, DD-A(AR)1079.
- (b) Expand present CONARC planning to include CONUSA role in ARRED/ ARLANT contingency planning.

Report - None.

- (c) Coordinate and control military operations.
- 1. Commanders Operational Report, ATOPS-79.
- 2. Commanders Situation Report, ATOPS-76.
- 3. Operational Reports Lessons Learned, CSFOR-65.
- (3) D&T Command None.
- (4) Both N/A.
- (5) Installations

18

- (a) Prepare supporting plans for domestic emergencies within assigned geographical area and as required by Force Command plans.
  - 1. Military Natural Disaster Assistance, DD-A(AR)1114.
  - 2. Civil Defense Report, CSGPO-136.
- (b) Coordinate with other government agencies within assigned 3 geographical area for civil defense actions.

Report - Feeder information to Force Command on Availability Listing of Forces - Civil Defense, DD-A(AR)1079.

(c) Coordinate and supervise damage assessment data collection to report to Force Command.

Report - Installation and Unit Status Report Following a Nuclear Attack, CSGPO-147.

(d) Represent the Force Commander on Regional Preparedness

Committees and Regional Civil Defense Coordinating Boards.

Reports - None.

- (6) DA and Other None.
- (7) Eliminate Plans Status Report, DOMS-1. This report, the only one submitted by the Plans Branch, P&O Division, DCSOT, is prepared by the CONUSA to inform CONARC that the installations have prepared supporting plans.
- 4. Conclusions. Domestic emergencies can be adequately covered by the installations which have the active Army resources, the Area Commands for use of the Reserve Components, and the Force Command to conduct the planning and execution. At both the installation and Force Command the missions and resources are closely associated. The Area Commander's reduced responsibilities should be adequately staffed by the personnel available for the Reserve Component mission. (e.g., DCSRF, Plans Branch, Plans and Operations Division). Very little additional staffing (two people) should be required by Force Command. A savings of eighteen people from FUSA staff would be available to the installations for performance of their additional missions.

### 5. Recommendations.

a. That the domestic emergency concept, presented in the installation survey, of centralized direction from Force Command and decentralized execution by the active Army units and installations and by the Reserve Components be adopted for reorganization.

b. That the twenty people presently at FUSA involved in domestic emergency and active Army planning be redistributed as follows:

(1) Area Command 0

(2) Force Command 2

(3) Installations 18

CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSOT

DIVISION Plans and Operations

BRANCH Plans

SECTION

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA(S) Domestic Emergencies
(Civil Disturbance)
PHONE # 3831/7566

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(3) (6)	8	3	(m)	(n)	(0)			(p)		(b)
Use	Fwd	Disposition Input Re	Retained	Fwd to	Rpts to Inst	Initiated by	Rqmt	Personne l	Actual	Remarks
Used by Opns Branch in DCSOT for troop tasking and to see if logistical 'upport and elligence ity packet) are up to date	YES	YES	NO	CG CONARC ATIN: ATOBS- OPS	Letters of Instructions (LOI) naming units to support.	CONARC & MDW	بيا	0	w	This is a quarterly report prepared by ODCSOT-P&O with input from ODCSIOG & ODCSINT. It involves at least three individuals and approx five man hours.
					The Month Marketon of the Colonia S					TOURS (LEASE BOOK 543
						1914,0	ý			A. A. Joy of Tido of T
			, [		U		1. 7			The state of the s
										of (Section ) section with the construction of
										South Control

(r)
CONARC Disposition

## l. Plans Status Report

CONARC (ATOPS-PL-DM) has been receiving this report to satisfy a DA (AOMS) requirement; however, DA no longer requires this report and CONARC intends If to delete the requirement from thier plan. /CONARC fails to delete this report requirement prior to reorganization, it should be eliminated at that time.

## CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAPY SECTION OFFICE DOSOT
DIVISION Plans & Operations
BRANCH Opins
SECTION

HAME OF INDIVIDUAL CONTACTED MAJ Allison

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Domestic Emergencies

PHONE # 6535/2610/2082/2083

Commanders Situation Report	Commanders Operational Report	Operational Reports - Lessons Learned	(TEMPEST CIDER)	Military Natural Disaster Assistance (TEMPEST RAPID X-Y-Z)	(a)	
ATOPS-76	and the same of th	sons CS FOR-	RCS CSGBO 1.36 (RL)	RCS DD-A (AR)11114 (Was CSUP) 121)	(b) RCS	
(Telephone)		×	*	*	(c)	
Operations ON REG Office, all 525-15, 1A Class I Instal-REG 529-9, lations JCS PUB 6	Opérations Office, all Class I Instal lations	Operations Office, all Class I Instal lations	Rach Military Activity Pro- viding Givil Defense Assis- tance	Rach Service Installation Providing Disaster Relie	(d) Origination	
OON REG 525-15, 1A -REG 529-9, JCS PUB 6	CON/AR RED REG 525-15/	AR 525-15	AR 500-70	AR 500-60	(e) Authority	
NO	N	NO	NO	8	VS/NWC)	***
NO	<b>8</b>	WO	No	N	(g)	-
YES	NO	NO	NO	NO	(h) Change	-
Telephone Report Required Army wide on unit movements.	Report Required Army-Wide. Last one was 1970.	Used Army Wilde	Report Required and Directed by JCS (nuclear attack)	OONARC may Require More Information - Not Less	(t) Explanation	

ed to keep with locations at unit	htional atus of its	sed to keep	sed to Review ad update lans	ilitary upport to ivil Defense	nitial Rept, ily Rept, nal Rept, nal Rept. nfirms Com- tment of rvice Dis- y Assis-	Use	(0)
YES		YES	YES	YES	YES	Pwd	S
SEX	*: 	YES	YES	YES	YBS	Input Re	3
NO		NO	No	No	NO	Retained	(B)
Consoli- dated, Corwarded to COMARG Distri- buted to DCSIGG, DCSCOMPT, AG, DCSOMPT Ing Div	and forwarded to CONARC	Consoli-	Consoli- dated an forwarde to CONAR	OONARC and DA- ADC	Thru CONARC TO DOMS Info: COD & OS Regions	Fwd to	(P)
N/A		N/N	N/A	N/A	N/A	Rpts to Inst	(0)
N/A	<b>.</b> i	N/A	N/A	N/A	N/A	Initiated by	
1		1	ω	10	N	Rqmt	
٠,		1	N	N	N	Auth	( <del>0</del> )
N	w.	2	12	12	N	Actual	
None.		None.	On average, input for reports is prepared in at six staff offices. Requires six preparers and six typists. This has varied from a document of several hundred pages to one of one or two pages.	None.  BOC to DA.  546	Final Report Required NLT 90 Days after cessation of Assistance. Voucher submitted by all services involved and forwarded to OEP for fund citation.  BOC - ATOPS-PL-DM	Remarks	(q)

CONARC Disposition

- 1. This report is submitted to the CONARC EOC for information and it is filed. CONARC sends directly to DOMS.
- 2. This report is received by the EOC as an operational report and forwarded directly to DA. Normal staff notification and filed.
- This report goes to the EOC and is passed to action officer concerned and filed. Would go to DA if required.
- 4. This report is required only during agumentation or exercises. Whether or not it is forwarded to DA would depend on the nature of the operation.
- 5. Commanders Situation Report (SITREP) is received daily and summarized quarterly by the CONARC EOC, then forwarded by message to REDCOM. Internal CONARC distribution includes Operations Division, Communications Center, Operations Branch and Secretary General Staff. It would appear appropriate for the SITREP to go to the Command and Control Branch for inclusion in the FORSTAT.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE\_DCSOT

DIVISION Plans & Operations

BRANCH Civil Defense and Civil Assistance Branch

SECTION

NAME OF INDIVIDUAL CONTACTED Mr. Haddad

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA(S) Domestic Emergencies

PHONE # 2559/2986

(a) Title/Name of Report	RCS	(c)	10	(d) Origination	(e) Authority	(f)	(g)	(h) Change	(1) Explanation
Installation and Unit Status Report Following a Nuclear Attack. (Damage assesment)	CSGPO- 147(MIN)	×	×	Army Installa- tions and Activities. Staff element not identified	CON/ARRED REG 535-15 LA Reg 535-9	NO	N	NO	Report required by DA and CONARC.
2. Availability Listing of Forces - Civil Defense	DD-A(AR) 1079	×		Army Installa- tions and Activities, Activities, Navy District AF Reserve Regions	DOD D1r 3025.10, AR 500-70 DEF-CONUS- OTAD-CD(U)	NO	<del>10</del>	No	Report is required and directed by JCS. Previously automated but couldn't get support (3 different services) should be picked up by WMNCCS.
		4		, p		,			daten a santa
		eph i							

(r) CONARC Disposition

This report is received by the CONARC EOC for information and forwarded to DA:

the state Adjutants General. This report goes from CONUSA to state Adjutants General. Since the JCS require an extensive data base to identify units, their location and capability, it would seem feasible that JCS could sort the data by states and provide the printout to

### CONUSA ANALYSIS INTELLIGENCE

1. The Deputy Chief of Staff for Intelligence (DCSINT) is responsible for the planning, direction and supervision of the intelligence, counterintelligence and security activities of the command. The DCSINT exercises operational control over three Active Army military intelligence units and general staff supervision over the US Army Security Agency (ASA) Detachment, First Army, and the First US Army (FUSA) Staff Weather (SWO). The Office of the DCSINT consists of an administrative branch and two divisions. The Plans, Operations and Training (PO&T) Division is responsible for the intelligence planning, training and current operational intelligence functions of the command and has three subordinate branches: Plans and Operations (P&O) Branch, Training Branch and Current Intelligence Branch (CIB). The Security Division is responsible for the security clearance, adjudication and security of military information functions of the command and has three subordinate branches: Clearance Branch, Adjudications Branch and Security of Military Information (SMI) Branch. The Administrative Branch provides internal administrative services to the Office of the DCSINT. These services include message center activities, program and budget functions and correspondence office-of-record activities. The following is a detailed explanation of the DCSINT personnel situation:

	Required	Authorized	Assigned
Office of the DCSINT*	11	8	8
PO&T Division**	15	2	2
P&O Branch		6	3
Training Branch		5	4
CIB	13	5	5
Security Division	3	3	2
Clearance Branch	11	9	9
Adjudications Branch	7	6	6
SMI Branch	4	4	5
			-
TOTALS	64	48	44

\*Includes the Administrative Branch and one individual assigned on the FUSA Support Element TDA.

\*\*Current TDA reflects an unstructured division and Cla is included in Security Division.

- 2. The US Army Security Agency Detachment First Army represents the CG USASA at HQ FUSA and provides advice and assistance to CONUS installations in the FUSA area on ASA matters as appropriate. General Order 103, HQ Second US Army, dated 16 September 1965, attaches this unit to Fort Meade, Maryland for logistical support. The DCSINT exercises general staff supervision over this ASA detachment and coordinates its efforts in support of FUSA activities. Operational control of this unit is retained by CG USASA. The FUSA Staff Weather Officer is responsible for providing air weather services to the command. He is a FUSA Special Staff Officer under the general staff supervision of the DCSINT. Additionally, he serves as Commanding Officer of Detachment 4, 16th Weather Squadron, located at Fort Meade. Operational control of the SWO is retained by the Commanding Officer, 16th Weather Squadron, who also serves as the SWO for HQ CONARC. HQ Fort Meade provides logistical support to the SWO under the provisions of joint regulation AR 115-10/AFR 105-3. HQ FUSA provides approximately \$700 per year for use by the SWO for TDY expenses in connection with travel required in support of Army activities. The DCSINT exercises operational control over the 528th MI Company (Interrogation), Company D (Technical Intelligence) of the 14th MI Battalion, and the 542d MI Detachment. The 542d MI Detachment and Company D, 14th MI Battalion, are stationed at Aberdeen Proving Ground (APG), Maryland, in order to take advantage of the "hands on" technical intelligence training provided by the Foreign Science Institute of Technology located at APG. The US Army Ordnance Center/School, a CONARC activity, provides administrative and logistical support to these units. The 528th MI Company is located at Fort Meade and receives administrative and logistical support from HQ FUSA Support Element.
- 3. The US Army Intelligence Command (USAINTC) supports FUSA by conducting personnel security investigations, counterintelligence surveys and inspections, technical surveys and inspections, and by providing other authorized counterintelligence services as required. CONARC letter, subject: Counterintelligence Support, dated 24 September 1970, authorizes FUSA to directly contact USAINTC to obtain requisite counterintelligence support. Guidance to USAINTC subordinate elements in this regard is contained in USAINTC Regulation 381-100.
- 4. Upon reorganization many of the present functions of the DCSINT will be split between Force Command and the residual intelligence staff of the Area Command. Functions performed in support of ROTC and Reserve Component activities should remain under the Area Command while functions in support of the Active Army should generally be assigned to Force Command. The following sections contain detailed discussions, conclusions, and recommendations concerning sub-functions within the intelligence area. These analyses are valid so long as no missions or responsibilities, other than ROTC, Reserve Component and limited area support missions, are assigned to the Area Command.

### CONUSA ANALYSIS

### INTELLIGENCE PLANS AND OPERATIONS

- 1. CONUSA Findings. The Plans and Operations (P&O) Branch of the Plans, Operations, and Training (PO&T) Division, DCSINT, is responsible for the intelligence planning; mapping, charting, and goedesy; aerial reconnaissance; and intelligence operations functions of the First US Army (FUSA). Its activities encompass the entire spectrum of FUSA areas of command interest including the Active Army, Reserve Components, and ROTC. This branch also exercises operational control over the 528th MI Company, Company D of the 14th MI Battalion; and the 542d MI Detachment, for the DCSINT. The Branch Chief is normally the rating officer of the commanders of the commanders of the commanders.
- a. P&O Branch serves as the intermediate intelligence planning and operations activity between subordinate Active Army and Reserve Component units and installations and FUSA's higher headquarters at DA and CONARC. The branch responds to orders and requirements from CONARC and tasks, assists, and supports FUSA subordinate elements.
- b. Installations are tasked to provide intelligence plans, intelligence annexes to operation and contingency plans, requirements for maps and aerial photography, an annual inventory of censorship stamps, and plans in support of the National Postal and Travelers Censorship Organization (NPTCO). P&O Branch provides guidance and direction to subordinate installations in the form of intelligence plans and annexes, directives, regulations and supplements to Army regulations. Additionally, the branch responds to operational requirements within its functional area of subordinate installations.
- c. The P&O Branch responds to CONARC requirements by providing intelligence plans and annexes to operation and contingency plans; requirements for maps and aerial photography in support of the Active Army, Reserve Components, and ROTC Detachments; preparation of Civil Disturbance Information Planning Packets; spot-checking the adequacy and maintenance of pre-positioned civil disturbance operational maps; and providing information as required within its functional area.
- d. P&O Branch receives no requirements directly from DA. However, many of the CONARC requirements in this functional area which are levied on FUSA are the result of DA requirements levied on HQ CONARC.
- 2. Validation of Installation Survey Conclusions. The role of the installation in the intelligence plans and operations functional area remains the same under organizational concept I, II, and III. At the present time installations respond to the CONUSA and after reorganization the intelligence and security flow will be from the installation to the new major command headquarters. Installation intelligence and security functions will not change, only the superior headquarters will change.

### 3. Function/Report Evaluation.

- After reorganization responsibility for domestic emergencies will be assigned to Force Command (FC) and there will be little residual requirement for the Area Command (AC) to maintain an emergency operational capability. However, the AC should retain a domestic emergency planning capability. Civil Disturbance Informational Planning Packet (CDIPP) are prepared and maintained by FUSA utilizing the reserve component chain of command. State Adjutant Generals substantially prepare the CDIPPs for priority cities within their states and forward these to FUSA who approves and forwards the packets to CONARC. Civil disturbance operational maps are pre-stocked at designated installations and reserve component units located near priority cities in the FUSA areas. Individuals at installations and USAR/ARNG advisors are assigned responsibility for maintenance of these maps and their issue in the event of an emergency. The Area Command should retain responsibility for maintenance and issue of maps pre-stocked with reserve components and Force Command should assume responsibility for maps located on Active Army installations. Intelligence planning for Reserve Component activities for the land defense of CONUS should be retained at the AC. Planning activities in support of maneuvers, field exercises, CPXs and special operations involving the reserve components should be retained at the AC, as should staff map and aerial photography functions in support of ROTC and the reserve components. With the reduced number of Active Army missions to be assigned, the requirement for a Staff Weather Officer at AC will not exist. The installation Air Weather Service Detachment can provide required weather support to the headquarters. Operational control of separate military intelligence units, currently a mission of the DCSINT, will be assigned within the Force Command structure. This function may be eliminated from the intelligence staff element of the AC. The FUSA DCSINT is authorized six personnel to perform these functions and three people are actually assigned. There are no recurring reports within this functional area.
- b. The following is the required number of personnel which should be authorized to perform the staff intelligence plans and operates functions presently assigned to FUSA. Specific functions to be assigned to each level are indicated.
- (1) Area Command. A staffing level of two personnel is required to perform residual intelligence plans and operations functions. The following functions will be retained by the Area Command.
- (a) Develops CDIPPs; the National Postal and Travelers Censorship Plan; and the Reserve Component portion of CONUS land Defense plans.
- (b) Planning in support of Reserve Component exercises and operations.
- (c) Coordinates map and  $\alpha$  aerial photography support for the Reserve Components and ROTC.
  - (d) Provides G-2 air support to the Reserve Components.
- (e) Coordinates area support to the National Postal and Travelers Censorship Organization.

- (f) Manages the pre-stockage of civil disturbance maps with Reserve Components.
- (2) Force Command. One manpower space is required at Force Command to perform functions transferred from FUSA. These functions include:
  - (a) Intelligence emergency operations activities.
- (b) Domestic emergency intelligence planning to include review of subordinate installation/unit plans and pre-stocked civil disturbance maps at installations.
- (c) Intelligence planning in support of Active Army training exercises.
- (d) Provides G-2 air and map and aerial photography support for Active Army units/installation's in the FUSA area.
- (e) Exercises operational control over separate military intelligence units.
- (3) <u>D&T Command</u>. No personnel are required at D&T Command to perform functional workload transferred from FUSA. The following functions will be assigned by D&T Command:
- (a) Coordinates domestic emergency intelligence planning for D&T installations in the FUSA area with Force Command.
- (b) Coordinates with Force Command intelligence planning in support of Active Army training exercises involving D&T installations in the FUSA area.
- (c) Provides map and aerial photography support for D&T installations in the FUSA area.
- (4) No personnel or functions to be reassigned from the Area Command to both Force and Training Commands.
- (5) No personnel or functions are to be reassigned from the Area Command to FUSA installations.
- (6) No personnel or functions are to be reassigned from the Area Command to DA or other major commands.
- (7) Three authorized personnel spaces may be eliminated upon reorganization. The following functions may be eliminated:
  - (a) The staff weather officer function.
- (b) Development of statements of current intelligence requirement for DIA publications.

### 4. Conclusions.

a. Of the six manpower spaces authorized at FUSA to perform the intelligence plans and operation's function, two should be retained in the Area Command, one should be transferred to Force Command, and three spaces should be eliminated.

- b. Intelligence plans and operations functions associated with Reserve Component activities should be retained in the Area Command (paragraph 3b(1) above).
- c. The Area Command intelligence and security staff element requires two manpower spaces to perform its plans and operations function (paragraph 3b(1) above).
- d. Functions associated with Active Army intelligence plans and operations functions should be assigned to the Force Command with one additional manpower space provided (paragraph 3b(2) above).
- e. Certain domestic emergency planning functions should be retained by the Area Command (paragraph 3b(1) above).
- f. Operational control of separate military intelligence units should be assigned within the Force Command structure (paragraph 3b(2) above).
- g. The Area Command will not have a requirement for a Staff Weather Officer (paragraph 3b(7) above).
- h. A savings of three manpower spaces can be realized after reorganization (paragraph 3b(7) above).

### 5. Recommendations.

- a. That the Area Command be staffed with two personnel to perform the staff intelligence plans and operations functions after reorganization.
- b. That one manpower space be assigned to Force Command to perform the intelligence plans and operations functional workload transferred from the FUSA DCSINT.
- c. That three intelligence plans and operations manpower spaces presently authorized for FUSA be eliminated.
  - d. That no Staff Weather Officer be assigned to the Area Command.
- e. That operational control of the 528th MI Company, the 542d MI Detachment, and Company D of the 14th MI Battalion be reassigned within the Force Command structure.

### CONUSA ANALYSIS

### INTELLIGENCE TRAINING

- 1. CONUSA Findings. The Training Branch of the Plans, Operations, and Training Division, DCSINT, is responsible for staff supervision of intelligence training of Active Army and Reserve Component personnel and units within the First US Army (FUSA) area. Active Army training is a staff responsibility of the Deputy Chief of Staff for Operations and Training (DCSOT) and Reserve Component training falls in the functional area of the Deputy Chief of Staff for Reserve Forces (DCSRF). DCSINT recommends to DCSOT and DCSRF policies and procedures regarding intelligence aspects of training. This branch plans, organizes, and directly supervises the FUSA intelligence Training Army Area School (ITAAS). The ITAAS is an intelligence orientation and specialist school conducted by each CONUSA primarily for members of the Reserve Components. Personnel from the Active Army and from other services may attend the ITAAS on a space available basis. This branch evaluates the unit readiness of Active Army and US Army Reserve (USAR) units insofar as intelligence readiness is concerned and monitors the assignment of personnel to intelligence units of the Active Army and Reserve Components,
- a. The Training Branch serves as the intermediate intelligence training coordinator between subordinate Active Army and Reserve Component units and installations and FUSA's higher headquarters at DA and CONARC. The branch responds to orders and requirements from DA and CONARC and tasks, assists, and supports FUSA subordinate elements.
- b. Interface between this branch and FUSA installations is minimal. Training Branch provides guidance to installations concerning intelligence training and tasks Fort Meade, Maryland, to provide administrative and logistical support to the FUSA ITAAS.
- c. The Training Branch responds to the intelligence training requirements contained in CONARC's basic training regulation, CON Reg 350-1. The FUSA ITAAS is conducted at the direction of CG CONARC and this branch is required to monitor and evaluate the training of military intelligence linguists.
- d. Training Branch responds to DA requirements in the area of Reserve Component intelligence training. In accordance with AR 140-192, this branch monitors the initial training of reserve personnel assigned within the military intelligence branch. In response to the Assistant Chief of Staff for Intelligence (ACSI) DA, the Training Branch fills reserve quotas to attend Defense Symposiums on Strategic Intelligence and forwards training program outlines to the appropriate Military Intelligence Detachment (Strategic).
- 2. Validation of Installation Survey Conclusions. The role of the installation in the intelligence training functional area remains the same under organizational concepts I, II, and III.

At present installations respond to the CONUSA and after reorganization the intelligence and security flow will be from the installation to the new major command headquarters. Installation intelligence and security functions will not change, only the superior headquarters will change.

### 3. Function/Report Evaluation.

- The great majority of effort expended (approximately 95%) in this functional area is in support of Reserve Components. After reorganization the intelligence training functions associated with the Reserve Components should remain in the Area Command and those functions associated with the Active Army should be assigned to the new major command headquarters. The Intelligence Training Army Area School (ITAAS) is an intelligence orientation and specialist school conducted by the CONUSA for members of the Reserve Components; consequently, this function should remain in the Area Command. The sub-function of monitoring assignment of personnel to USAR military intelligence duties should remain in the Area Command. Evaluation of intelligence unit readiness involves both Active Army and Reserve Components. Evaluation of Active Army intelligence readiness should become a function of Force Command while evaluation of reserve unit readines should remain with the Area Command. There are five personnel authorized to perform the intelligence training function at FUSA and four people are actually assigned. The Reports Collection Form for this functional area is at inclosure 1.
- b. The following is an analysis of the number of personnel, functions, and reports required after reorganization to perform the intelligence training function.
- (1) Area Command. Four personnel are required at the Area Command level to perform the intelligence training function after reorganization.
- (a) The following functions will be retained by the Area Command:
- $\underline{\mathbf{1}}$ . Coordinates Reserve Component individual and unit intelligence training.
- $\underline{2}$ . Coordinates active training of military intelligence reserve units and personnel.
- 3. Monitors assignments of Reserve Component personnel assigned to military intelligence duties.
  - 4. Plans, supervises, and directs the Area Command ITAAS.
- 5. Evaluates the unit readiness of Reserve Component units insofar as intelligence training is concerned.
- $\underline{6}$ . Supervises the foreign language training and capability status of reserve military intelligence personnel.
- (b) The intelligence staff element of the Area Command will be required to prepare the annual CONUSA Commanders Summary of ITAAS, no reports control symbol assigned. This report will be forwarded to the intelligence staff element of Force Command.

(2) Force Command. One additional personnel space will be required at Force Command to handle the added workload after reorganization.

(a) The following functions will be transferred to the Force Command upon reorganization:

1. Coordination of Active Army unit intelligence training.

2. Monitors assignment of Active Army personnel to military intelligence units.

3. Evaluates the unit readiness of Active Army units insofar as intelligence training is concerned.

4. Monitors the assignment of mobilization designees to the Area Command intelligence staff elements.

- (b) No additional reports will be transferred to Force Command upon reorganization.
- (3) <u>D&T Command</u>. No additional personnel will be required at D&T Command after reorganization.
- (a) The ITAAS training program is developed by the US Army Intelligence School (USAINTS), a subordinate element of D&T Command. Supervision and coordination of the preparation of this training program will be an additional D&T function.
- (b) The report mentioned in paragraph 3b(1)(b) is furnished to USAINTS.
- (4) No additional personnel, functions, or reports will be required at both Force and D&T Commands after reorganization.
- (5) No additional personnel, functions, or reports will be required at installation level after reorganization.
- (6) No additional personnel, functions, or reports will be required at DA or other major command level after reorganization.
- (7) No authorized personnel spaces nor functions will be eliminated upon reorganization. One report, entitled Combat Surveillance and Target Acquisition Support Capability; PRCS ATINT-17, which is forwarded to the DCSI CONARC, may be eliminated since information provided in the report may be obtained on an "as needed" basis.

### 4. Conclusions.

- a. Of the five manpower spaces authorized at FUSA to perform the intelligence training function, four should be retained at the Area Command, and one should be transferred to Force Command.
- b. Intelligence training functions associated with Reserve Component activities should be retained in the Area Command (paragraph 3b(1)(a) above).

- c. The Area Command intelligence and security staff element requires four manpower spaces to perform its training functions (paragraph 3b(1) above).
- d. Functions associated with Active Army intelligence training should be assigned to the Force Command with one additional man-power space required (paragraph 3b(2) above).
- e. No manpower savings will be realized after reorganization (paragraph 3b(7) above).
- f. The CONARC report, Combat Surveillance and Target Acquisition Support Capability, can be eliminated since the information provided by this report can be obtained on an "as needed" basis (paragraph 3b(7) above).

### 5. Recommendations.

- a. That the Area Command be staffed with four personnel to perform the staff intelligence training function after reorganization.
- b. That one manpower space be assigned to Force Command to perform the intelligence training functional workload transferred to Force Command upon reorganization.
- c. That the report, entitled Combat Surveillance and Target Acquisition Support Capability, be eliminated.

## REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE Largety Chief of Staff for Intelligence DIVISION Plans, Operations and Training BRANCH Training SECTION

DATE OF INTERVIEW 17 Apr 72

FUNCTIONAL AREA(S) Intelligence Training

PHONE #

NAME OF INDIVIDUAL CONTACTED CPT S. E. Wilson

and the state of t		2. CONUSA Commanders Summary	1 Combat Surveillance and t Acquisition Support Caroility	(a) Title/Name of Report	WILLIAM OF PURE A PROPERTY OF
		None	ATINT-17	(b) RCS	
***************************************		. ×	*	[B (c)	
				ia C	1001
		CONUSA	Armor School and Center; Signal Center and School; 1st Squadron 6th ACR; 194t Armored Bde; 6th Sqdrn, 32d Armor.	(d) Origination	
· · · · · · · · · · · · · · · · · · ·		App 2 to Annex K CON Reg 350-1.	CON Reg 525-16	(e) Authority	
	r	NO	NO	(f)	
		YES	YES	(g) CONARC	
		NO	NO	(h) Change	
		Report provides a summary of training conducted during the annual Intelligence Training Army Area School conducted by FUSA	Report required by DCSI CONARC. CONUSA cannot change report but may make comments on separate inclosure.	(1) Explanation	

CONUSA Survey (cont)

	0		tions	Provide reference for	Not used	Use	(0)	Control
				YES	YES	Fwd	8	OU COL
				YES	NO	Disposition Input Ret	(1)	coupan parkey (cour)
		ì		YES	ON	Retained	(m)	
				CONARC	CONARC	Fwd to	(n)	
				NONE	NONE	Rpts to Inst	(0)	
		:		NA	NA	Initiated by	_	
	•	1		. 4	N	Rqmt		
			•	4	N	Personne l Auth	(q)	
				4	N	Actual		
		562 :		Information copy of report furnished US Army Intelligence School.	Time expended: 4 manhours per quarter	Remarks	(4)	

### CONUSA Survey (cont)

F

### CONARC Disposition

- This report serves as the basis for decisions regarding allocation and redistribution of CSTA assets within CONUS. Provides a source of reference material on the subject and assists CONARC in managing the assets. Report can be redesignated as a semi-annual rather than a quarterly report. Report should be eliminated as information can be acquired on an "as needed" basis.
- used in briefings and reports; as a source of background and reference matter; and as basis for decisions regarding the planning and conduct of future training. A. A. 4.

Part.

### CONUSA ANALYSIS CURRENT INTELLIGENCE REPORTING

- 1. CONUSA Findings. The current Intelligence Branch (CIB) of the Plans, Operations, and Training Division, DCSINT, is responsible for the collection, analysis, production, and dissemination of information pertaining to the activities of individuals, groups, and organizations which may pose a threat to the missions or security of First US Army (FUSA). The functions of this branch have been greatly curtailed by Department of Defense (DOD) restrictions on the collection, retention, and use of information concerning non-DOD affiliated personnel and organizations. For all such information, DA and its subordinate elements must rely on the Justice Department. All offpost counterintelligence liaison in the FUSA area is conducted solely by the US Army Intelligence Command (USAINTC). The CIB prepares periodic foreign and domestic intelligence summaries, studies, and reports. This branch is responsible for planning and coordinating visits to HQ FUSA by foreign dignitaries and for monitoring such visits to subordinate installations. This branch has minimum interface with the Reserve Components.
- a. The CIB serves as the principal current intelligence reporting agency between subordinate units and installations and FUSAs higher headquarters at DA and CONARC. The branch responds to orders and requirements from CONARC and DA and tasks, assists, and supports FUSA subordinate elements.
- b. Installations are required to report dissident activities within their commands and those which pose a direct threat to their commands. Copies of underground newspapers and other dissident literature discovered on subordinate installations are forwarded to this branch. The CIB, in turn, furnishes to the installation dissident information which could affect the installation's operations.
- c. The CIB prepares periodic reports and summaries in response to CONARC requirements. The branch responds to CONARC-initiated special requests for information as required.
- d. The CIB maintains a current listing of identified dissidents in the FUSA area and reports periodically the current status of these individuals in response to DA directives. The branch reports directly to ACSI DA in certain specified areas. DA coordinates directly with FUSA concerning visits of foreign dignitaries to FUSA installations and activities.
- 2. Validation of Installation Survey Conclusions. The role of the installation in the current intelligence reporting functional area remains the same under organizational concepts I, II, and III. At the present time installations respond to the CONUSA and, after reorganization, the intelligence and security flow will be from installation to the new major command headquarters. Installation intelligence and security functions will not change, only their superior headquarters will change.

### Function/Report Evaluation.

a. The CONUSA current intelligence reporting function has been greatly curtailed by DOD restrictions on the collection, retention, and use of information concerning non-DOD affiliated personnel and organizations. All off-post counterintelligence liaison is conducted

solely by the US Army Intelligence Command and during normal periods of operations DA must rely on the Justice Department for all information concerning non-DOD affiliated persons and organizations. The current intelligence function has little interface with the Reserve Components. Current intelligence information flows from the installation, through the CONUSA, to CONARC and DA. After reorganization, there will be almost no requirement in the Area Command for a current intelligence function. Intelligence spot reports, summaries, and recurring reports will flow directly from the installation to the new major command. What residual current intelligence functions remain after reorganization can be accomplished by an individual as an additional duty. All foreign intelligence functions presently performed by the CONUSA DCSINT can be accomplished at Force Command and information copies forwarded to the Area Command as required. The subfunction of coordinating visits of foreign dignataries to FUSA headquarters is properly a function of the SGS or Information Officer and and should be so transferred upon reorganization. There are five personnel authorized to perform the current intelligence function at FUSA and five people are actually assigned. The Reports Collection Form for this functional area is at inclosure 1.

b. The following is an analysis of the number of personnel, functions, and reports required after reorganization to perform the current intelligence function.

### (1) Area Command:

- (a) There will be no requirement for manpower spaces at the Area Command to perform the current intelligence function after reorganization, providing additional missions and responsibilities are not assigned to the command. The residual current intelligence functions can be performed as an additional duty.
- (b) The following current intelligence functions will be retained by the command.
- 1. Provides information to Force Command as required concerning dissidence in the Army and individuals, groups, and organizations posing a direct threat to the Area Command.
  - 2. Prepare current intelligence summaries and reports as required.
  - (c) The following reports will be retained in the Area Command:
- 1. The report, entitled Dissidence in the Army, no reports control symbol assigned, will be forwarded to the Force Command where it will be consolidated and forwarded to DA. The Area Command will initiate this report as required by Force Command.
- 2. The report, entitled Acquisition of Information Concerning Persons and Organizations not Affiliated with the Department of Defense, no reports control symbol assigned, is an annual report required by DA. The Area Command will initiate the report in the same manner as class I installations. The report will be forwarded to the Force Command DCSI who will consolidate and forward the report to ACSI DA.
- 3. The Monthly Counterintelligence and Intelligence Summary, no reports control symbol assigned, will be forwarded by the Area Command to the DCSI Force Command. The Area Command will submit this report on activities within its operational area in a manner similar to other class I installations.

# (2) Force Command.

- (a) One additional personnel space will be required at Force Command to handle the additional workload transferred from the FUSA after reorganization.
- (b) The following functions will be transferred to the Force Command upon reorganization.
- $\underline{1}$ . Collects, consolidates, analyzes, produces, and disseminates intelligence summaries on individuals, groups, or organizations posing a direct threat to the security and missions of Force Command.
- $\underline{2}$ . Prepares and disseminates foreign intelligence summaries and studies as required.
- $\underline{\mathbf{3}}$ . Maintains the foreign intelligence reference library for Force Command.
- (c) No additional reports will be transferred to the Force Command after reorganization.
  - (3) D&T Command.
- (a) One additional personnel space will be required at D&T Command after reorganization.
- (b) The following functions will be transferred to D&T Command upon reorganization.
- $\underline{1}$ . Collects, consolidates, analyzes, produces, and disseminates intelligence summaries on individuals, groups, and organizations posing a direct threat to the security of D&T Command.
- 2. Coordinates with Force Command current intelligence information from D&T Command installations in the present FUSA area which may require commitment of Active Army forces.
- (c) No additional reports will be transferred to D&T Command upon reorganization.
  - (4) Both Force and D&T Commands. See paragraphs 3b(2) and 3b(3) above.
- (5) <u>Installation</u>. No additional personnel, functions, or reports will be required at installation level after reorganization.
- (6) <u>DA and other major commands</u>. No additional personnel, functions, or reports will be required at DA or other major commands after reorganization.
  - (7) Elimination.
  - (a) Three personnel spaces may be eliminated after reorganization.
  - (b) The following functions may be eliminated upon reorganization.
  - 1. Prepares and disseminates weekly foreign intelligence summaries.
- $\underline{2}$ . Prepares foreign intelligence studies based on specific FUSA areas of interest.
  - 3. Maintains the FUSA foreign intelligence library.

 $\underline{4}$ . Plans, monitors, and coordinates visits of foreign personnel to  $H\overline{Q}$  FUSA and its subordinate installations.

- (c) No reports may be eliminated after reorganization.
- c. The US Army Intelligence Command (USAINTC) provides current intelligence information concerning direct threats to the security of military installations and activities at the CONARC, FUSA, and installation levels. Working agreements between USAINTC and Force and D&T Commands will be required after reorganization.

# 4. Conclusions.

- a. Of the five manpower spaces authorized at FUSA to perform the current intelligence function, none should be retained at the Area Command. One should be assigned to the Force Command, one should be assigned to D&T Command, and three should be eliminated.
- b. Residual current intelligence functions retained by the Area Command are similar to those of a class I installation and can be performed as an additional duty by a member of the Area Command intelligence and security staff (paragraph 3b(1)(a) above).
- c. Functions associated with the consolidation, analysis, production, and dissemination of current foreign and domestic intelligence summaries should be transferred to the Force Command (paragraph 3b(2)(b) above).
- d. One additional personnel space should be assigned to the Force Command to perform additional functions assigned upon reorganization (paragraph 3b(2)(a) above).
- e. Functions associated with the consolidation, analysis, production, and dissemination of current domestic intelligence summaries originating from D&T installations should be transferred to the D&T Command (paragraph 3b(3) above).
- f. One additional personnel space is required at D&T Command to perform functions transferred to that headquarters as a result of the reorganization (paragraph 2b(3)(a) above).
- g. Three personnel spaces can be eliminated in the Area Command in the current intelligence functional area after reorganization (paragraph 3b(7) above).
- g. The following current intelligence functions presently performed by the FUSA DCSINT should be eliminated upon reorganization (paragraph 3b(7) above):
  - (1) Prepares and disseminates weekly foreign intelligence summaries.
- (2) Prepares foreign intelligence studies based on FUSA area of interest.
  - (3) Maintains the FUSA foreign intelligence library.
- (4) Plans, monitors, and coordinates visits of foreign personnel to HQ FUSA and its subordinate installations.
  - i. No reports should be eliminated.

# 5. Recommendations.

a. That the current intelligence function of the area command be performed as part of another functional area and no personnel be specifically assigned to perform this function.

- b. That one manpower space be assigned to Force Command to perform the additional current intelligence functional workload transferred to Force Command upon reorganization.
- c. That one manpower space be provided to D&T Command to perform the additional current intelligence functional workload transferred to D&T Command upon reorganization.
- d. That four current intelligence manpower spaces presently authorized for FUSA be eliminated.
- e. That the following current intelligence functions performed at  $\ensuremath{\mathsf{FUSA}}$  be eliminated:
- (1) Preparation and dissemination of weekly foreign intelligence summaries.
- (2) Preparation of foreign intelligence studies based on the FUSA area of interest.
  - (3) Maintenance of the FUSA foreign intelligence library.
- (4) Planning, monitoring, and coordination of visits of foreign personnel to HQ FUSA and its subordinate installations.

CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFY SECTION/OFFICE Deputy Chief of Staff for Intelligence
DIVISION Dians, Operations and Training
BRANCH Current Intelligence
SECTION

DATE OF INTERVIEW 17 Apr 72

MANE OF INDIVIDUAL CONTACTED I'm. E. M. Crawford

FUNCTIONAL AREA(S) Current Intelligence 2668

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3. Monthly Counterintelli- gence and Intelligence Surmary	2. Acquisition of Information concerning Persons and Organ- izations not affiliated with the Department of Defense	The properties and the second	
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CONSUA	Class I Instal Lations	Lations	(d) Origination
COMARC Ltr. 31 Aug 70, Same subj, ATINT-SCTY.	DA Ltr, 1 Jun 71, same subj, ACSI DA.	- DA MSG DIG 1921363 MAY 69, ACSU-CIPP	1 1
NO	NO	N	(£)
YES	No	NO	(&)
SEX	NO	NO	(h) Change
CONARC-directed report.	Di-directed report.	DA directed report.  CONUSA does not change report because, by CONSUA decision, local Commander is ultimately responsible for determining dissident activity within his command.	(1) Explanation

										in a summary form for a monthly od.
570	ю	И	N	NA NA	YES	CONARC	YES	YES	YES	3. To report counter- intelligence and intelligence activities
Insures compliance with current directives regarding counter-intelligence activities.	N	N	N	NA	NO	CONARC	YES	YES	YES	2. Provides guidance and direction con- cerning CI Activities
Civilian specialist prepares report. It is approved by Branch and Division Chiefs prior to dispatch.	N	N	ю	NA	МО	CONARC	MO	NO	YES	Consolidate and forward to CONARD. Used within DOSINT to monitor dissidence
Remarks	Actual	Auth	Rqmt	Initiated by	Rpts to Inst	Fwd to	Retained	Input Re	Fwd	Use
(9)		(p)			(0)	(11)	(m)	(1)	(7)	.0,

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CONARC Disposition

- . This report satisfies a DA requirement. CONARC receives the report from CONUSA's, consolidates the report and ACSI DA. At CONARC, the report serves as a source of statistical data, reference material, and background into provides information upon which decisions are made concerning the management of this program.
- This report satisfies an annual DA reporting requirement. Information received from CONUSA's are consolidated at the report which is forwarded to ACSI DA. ACSI, in turn, sends a DA report to the Defense Investigation Review Council Counci
- This CONARC-required report serves as the principal periodic intelligence summary for CONUS. It provides statistical data information upon which decisions concerning intelligence activities are based.

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OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON DC MA--ETC F/6 15/5 FUNCTIONAL STUDY OF CONUSA MANAGEMENT CONUSA ANALYSIS.(U) MAY 72 AD-A047 035 UNCLASSIFIED NL 7 OF 9

# CONUSA ANALYSIS SECURITY CLEARANCES

- 1. <u>CONUSA Findings</u>. The Clearance Branch, Security Division, Deputy Chief of Staff for Intelligence (DCSINT) is responsible for processing all requests for personnel security investigations (PSI) and National Agency Checks (NAC) for personnel assigned to HQ First US Army (FUSA); commanders reporting directly to FUSA; Army National Guard (ARNG) personnel within the FUSA area; US Army Reserve (USAR) personnel of reserve units assigned to FUSA; and medical registrants and other direct appointees within the FUSA area. The US Army Intelligence Command (USAINTC) is the agency responsible for conducting PSI's and NACs on FUSA personnel. The DCSINT is authorized to coordinate directly with USAINTC on personnel security matters. The Clearance Branch also processes security clearance requests for Civilian Aides to the Secretary of the Army.
- a. The Clearance Branch performs its function within the parameters of the CG FUSA's recognized command authority. As a result, this function results in little direct interface with installations or higher headquarters.
- b. Installation commanders have the authority to grant security clearances for personnel assigned to their installation's. Requests for PSI's and NAC's go directly from the installation to USAINTC for action. Results of investigations are returned directly to the installation where the clearance decision is made. Therefore, the Clearance Branch has few requirements placed on installations. The branch processes clearance requests concerning installation commanders and provides guidance and direction to installations as required.
- c. The Clearance Branch operates within the framework of established CONARC and DA regulations but actually has little direct functional relationship with either headquarters.
- d. The CG FUSA is responsible for granting security clearances for members of the Reserve Components. Requests for investigation are forwarded to the FUSA DCSINT and thence to the USAINTC for investigation. Results of investigation are returned to the FUSA where the clearance decision is made.
- 2. Validation of Installation Survey Conclusions. The role of the installation in the security clearance functional area remains the same under organizational concept I, II, and III. At the present time installations respond to the CONUSA and after reorganization the intelligence and security flow will be from the installation to the new major command headquarters. Installation intelligence and security functions will not change, only the superior headquarters will change.

## Function/Report Evaluation.

a. This function is performed for both the Active Army and the Reserve Components with the majority of effort being expended for the Reserve Components. After reorganization the Area Commander will become the security clearance authority for the Reserve Components and for personnel assigned to the Area Command Headquarters. Clearance authority for Area Commanders and commanders of installations presently

assigned to FUSA will become responsibility of the CG's of Force Command and D&T Command. Clearance activities for Civilian Aides to the Secretary of the Army should become the responsibility of the Force Command. There are nine personnel spaces authorized to perform this function at FUSA and nine persons are actually assigned. There are no recurring reports in this functional area.

- b. The following is an analysis of the personnel, functions, and reports required after reorganization to perform the intelligence clearance function.
  - (1) Area Command.
- (a) Four personnel are required at the Area Command to perform the security clearance function after reorganization.
- (b) The following security clearance function will be retained by the Area Command:

Processing and issuing security clearances for personnel assigned to the Area Command Headquarters and for personnel of the Reserve Components within the geographical area of the Area Command.

- (c) There are no recurring reports in this functional area.
- (2) Force Command.
- (a) One personnel space is required at Force Command to perform the added workload after reorganization.
- (b) The following security clearance functions will be transferred to the Force Command.
- 1. Processing and issuing security clearances for installation commanders reporting directly to Force Command; for personnel assigned to Headquarters Force Command; and for other Active Army personnel as required.
- $\underline{2}$ . Process clearances for Civilian Aides to the Secretary of the Army.
  - (c) There are no recurring reports in this functional area.
  - (3) D&T Command.
- (a) One personnel space is required at D&T Command to perform the added workload after reorganization.
- (b) The additional function of processing and issuing security clearances for installation commanders reporting directly to D&T Command, for personnel assigned to Headquarters D&T Command, and for other Active Army personnel as required, should be assigned to D&T Command.
  - (c) There are no recurring reports in this functional area.
  - (4) Both Force Command and D&T Command.
  - See paragraphs 3b(2) and 3b(3), above.
- (5) Installation. No additional personnel, functions, or reports will be required at installation level after reorganization.

(6) DA and Other Major Commands. No additional personnel, functions, or reports will be required at DA or other major commands after reorganization.

# (7) Elimination.

- (a) Three personnel spaces may be eliminated after reorganization.
- (b) No functions can be eliminated after the reorganization.
- (c) No recurring reports can be eliminated after reorganization.
- c. The US Army Intelligence Command (USAINTC) provides personnel security investigative services to installations, FUSA, and CONARC. The working agreements between USAINTC and all levels of command will be required after reorganization.

# 4. Conclusions.

- a. Of the nine manpower spaces presently authorized at FUSA, four should be retained at the Area Command, one should be assigned to Force Command, one should be assigned to D&T Command and three should be eliminated.
- b. Functions associated he processing and issuing of security clearances for personnel as to the Area Command Headquarters and for personnel of the Reserve Low Hents assigned within the geographical area of the Area Command should be retained by the intelligence staff element of that organization (paragraph 3b(1), above).
- c. Four personnel are required to perform the security clearance function at the Area Command after reorganization. (Paragraph 3b(1), above.)
- d. Security clearance functions associated with commanders reporting directly to Force Command, Civilian Aides to the Secretary of the Army, personnel assigned to Force Command Headquarters, and other Active Army personnel as required, should be transferred to Force Command. (Paragraph 3b(2), above.)
- e. One additional manpower space is required at Force Command to perform the added security clearance workload after reorganization (paragraph 3b(2), above).
- f. Security clearance functions associated with commanders reporting directly to D&T Command and personnel assigned to D&T Command Headquarters should be transferred to D&T Command (paragraph 3b(3), above).
- g. One additional manpower space is required at D&T Command to perform the additional security clearance functions after reorganization (paragraph 3b(3), above).
- h. Three manpower spaces currently assigned to FUSA to perform the security clearance function can be eliminated (paragraph 3b(7), above).
- i. No functions or reports can be eliminated by this reorganization (paragraph 3b(7), above).

# 5. Recommendations.

a. That four manpower spaces be retained at Area Command to perform the security clearance function.

- b. That one manpower space be transferred to Force Command to perform the added workload in the security clearance functional area upon reorganization.
- c. That one manpower space be transferred to D&T Command to perform the additional security clearance workload after reorganization.
- d. That three security clearance manpower spaces presently authorized for FUSA be eliminated.

# CONUSA ANALYSIS SECURITY CLEARANCE ADJUDICATION

- 1. CONUSA Findings. The Adjudications Branch, Security Division, Deputy Chief of Staff for Intelligence (DCSINT) is responsible for the review and adjudication of personnel security investigations (PSI) where adverse information is developed. The CG, First US Army (FUSA) is responsible for the adjudication of unfavorable PSIs for reasons of unsuitability for all members of HQ FUSA and the Reserve Components. The installation commander is the decision point for unsuitability cases involving personnel assigned to his installation. Cases involving adverse loyalty information require adjudication at CONUSA or higher level. If the investigation of a loyalty case reveals insufficient evidence to support an adverse loyalty charge, the CG FUSA may adjudicate the case. If possible disloyalty exists in a case involving Active Army personnel, the case must be adjudicated at DA level. The CG FUSA may adjudicate loyalty cases for personnel of the reserve components. The Adjudications Branch is responsible for initiating and terminating record flagging actions on personnel who are the subject of an unfavorable PSI and for monitoring and coordinating special counterintelligence programs within the command. Should further investigation of an adverse PSI be required, the DCSINT is authorized to go directly to the US Army Intelligence Command (USAINTC) for requisite investigative support.
- a. The Adjudications Branch provides the first level of adjudication expertise in the chain of command. The branch provides guidance and assistance to personnel performing the adjudication function at installation level and responds to requirement and direction from higher headquarters.
- b. The FUSA DCSINT requires timely review of suitability cases by the installation and prompt reporting and initiation of appropriate action in cases involving special counterintelligence programs. In the event counterintelligence information is required to support judicial or administrative action, installations must request release of such information from the FUSA DCSINT. DCSINT, in turn, must go to DA for approval to release this information.
- c. FUSA adjudicates cases involving personnel assigned to HQ CONARC. Because HQ CONARC is a tenant on a FUSA installation, the DCSINT has been tasked to provide this adjudication service.
- d. In addition to exercising final authority in adverse loyalty cases, DA provides guidance and direction to FUSA in the adjudications functional area. DA approval is required to initiate limited investigations of identified dissidents within FUSA. FUSA and installations notify DA direct in matters involving special counterintelligence programs.
- 2. Validation of Installation Survey Conclusions. The role of the installation in the security clearance adjudication functional area remains the same under organizational concepts I, II, and III. At the present time installations respond to the CONUSA and after reorganization the intelligence and security flow will be from the installation to the new major command headquarters. Installation intelligence and security functions will not change, only the superior headquarters will change.

# 3. Function/Report Evaluation.

a. This function is currently performed at the CONUSA for both the Active Army and the Reserve Components. After reorganization, the Area

Commander will be responsible for adjudicating security clearance cases for the Reserve Components when both adverse <u>loyalty and suitability</u> information is developed. Adjudication of Active Army unsuitability cases will remain the responsibility of the installation commander. The Area Commander will adjudicate cases involving <u>unsuitability</u> of personnel assigned to the Area Command Headquarters. With the exception of the Reserve Components all <u>loyalty</u> cases are adjudicated at DA level. There are six manpower spaces authorized in the adjudications functional area and six persons are actually assigned. There are no recurring reports in this functional area.

- b. The following is an analysis of personnel, functions, and reports required to perform the clearance adjudication function after reorganization.
  - (1) Area Command.
- (a) Two personnel are required at the Area Command to perform the clearance adjudication function after reorganization.
  - (b) The following functions will be retained by the Area Command:
- 1. Reviews, adjudicates, and initiates appropriate action on all unfavorable suitability and all favorable loyalty cases involving personnel assigned to the Area Command Headquarters.
- 2. Reviews, adjudicates, and initiates appropriate action on all unfavorable loyalty and suitability cases involving personnel of the Reserve Components.
  - (c) There are no recurring reports in this functional area.
  - (2) Force Command.
- (a) One additional personnel space will be required at Force Command to handle the added workload after reorganization.
  - (b) The following functions will be transferred to Force Command:
- 1. Reviews, adjudicates, and initiates appropriate action on all favorable loyalty cases involving personnel assigned to Force Command Headquarters and its subordinate installations.
- 2. Reviews adjudicates, and initiates appropriate action on all unfavorable suitability cases involving personnel assigned to Force Command Headquarters.
- Coordinates and monitors all special counterintelligence programs within Force Command.
- $\underline{4}$ . Monitors the implementation of the SAEDA program within Force Command.
  - (c) There are no recurring reports in this functional area.
  - (3) D&T Command.
- (a) One additional personnel space will be required at D&T Command to handle the added workload after reorganization.

- (b) The following functions will be transferred to D&T Command.
- $\underline{1}$ . Reviews, adjudicates, and initiates appropriate action on all favorable loyalty cases involving personnel assigned to D&T Command Headquarters and its subordinate installations.
- $\underline{2}$ . Reviews, adjudicates, and initiates appropriate action on all unfavorable suitability cases involving personnel assigned to D&T Command Headquarters.
- $\underline{\mathbf{3}}_{\cdot\cdot}$  Coordinates and monitors all special counterintelligence programs within D&T Command.
- $\underline{4}$ . Monitors the implementation of the SAEDA program within D&T Command area.
  - (c) There are no recurring reports within this functional area.
- (4) Both Force and D&T Commands. See paragraphs 3b(2) and 3b(3), above.
- (5) <u>Installation</u>. No additional personnel, functions, or reports will be required at installation level after reorganization.
- (6) <u>DA and Other Major Commands</u>. No additional personnel, functions, or reports will be required at DA or other major commands after reorganization.
  - (7) Elimination.
- (a) Two personnel manpower spaces presently assigned to FUSA may be eliminated in this functional area upon reorganization.
- (b) No functions in the clearance adjudications area may be eliminated upon reorganization.
  - (c) There are no recurring reports in this functional area.
- c. The US Army Intelligence Command (USAINTC) provides personnel security investigative services in support of the adjudications function to installations, FUSA, and CONARC. The working agreements between USAINTC and all levels of command in this functional area will be required after reorganization.

# 4. Conclusions.

- a. Of the six manpower spaces authorized at FUSA to perform the security adjudication function, two should be retained at the Area Command, one should be transferred to Force Command, one should be transferred to D&T Command, and two manpower spaces should be eliminated.
- b. Clearance adjudication functions involving Reserve Components and personnel assigned to the Area Command Headquarters should be retained at the Area Command and two personnel are required to perform these functions (paragraph 3b(1), above).
- c. Clearance adjudication functions involving personnel assigned to Force Command Headquarters and its subordinate installations and Active Army units should be assigned to Force Command along with one personnel space to perform these functions (paragraph 3b(2), above).

- d. Clearance adjudication functions associated with personnel assigned to D&T Command Headquarters and its subordinate installations and units should be assigned to D&T Command along with one personnel space to perform these functions (paragraph 3b(3), above).
- e. A savings of two manpower spaces in this functional area can be realized upon reorganization (paragraph 3b(7), above).
- f. No functions or reports can be eliminated in this functional area (paragraph 3b(7), above).

# 5. Recommendations.

- a. That the Area Command be staffed with two personnel to perform the clearance adjudication function of the reorganization.
- b. That one manpower space be assigned to Force Command to perform the security clearance adjudication function transferred to Force Command upon reorganization.
- c. That one manpower space be assigned to D&T Command to perform the clearance adjudication function transferred to that command upon reorganization.
- d. That two manpower spaces presently authorized at FUSA to perform the clearance adjudication function be eliminated.

# CONUSA ANALYSIS SECURITY OF MILITARY INFORMATION

- 1. CONUSA Findings. The Security of Military Information (SMI) Branch, Security Division, Deputy Chief of Staff for Intelligence (DCSINT), is responsible for the planning, supervision, and implementation of programs within First US Army (FUSA) concerning the security of classified defense information. The branch coordinates, controls and reviews the results of counterintelligence security and technical surveys and inspections. These surveys and inspections are actually conducted by the US Army Intelligence Command (USAINTC). The FUSA DCSINT is authorized to contact USAINTC directly in order to provide this counterintelligence support. A major function of this branch involved the investigation and adjudication of security violations. Commanders exercising general courts-martial jurisdiction are responsible for investigating and adjudicating administrative security violations. The CG FUSA adjudicates administrative violations within the headquarters and violations outside the headquarters which involve personnel over which he exercises general courts-martial jurisdiction. All security violations involving a possible compromise of classified information are adjudicated by the CONUSA Commander or higher headquarters.
- a. The SMI Branch serves as the focal point within FUSA for all matters relating to the security of classified defense information. It provides the initial source of expertise in its functional area for subordinate FUSA installations. The branch responds to guidance and direction from CONARC and DA and furnishes statistical data and reports to those headquarters as required.
- b. SMI Branch requires installations to submit reports and statistical data within its functional area. This information is used at FUSA as the basis for decisions and in the compilation of reports submitted to higher headquarters. SMI Branch provides installations guidance and interpretations of DA and CONARC security regulations and directives. The branch coordinates the scheduling of installation counterintelligence security and technical inspections and surveys with USAINTC. The SMI Branch assists the Inspector General in security aspects of annual installation inspections.
- c. SMI Branch provides Headquarters CONARC with functional reports and statistical data as required. CONARC provides guidance and direction to DCSINT on security matters which cannot be locally resolved.
- d. DA makes adjudication decisions on security violations involving possible compromise of SECRET or TOP SECRET classified defense information. Additionally, certain reports and statistical data are furnished directly to DA by DCSINT.
- 2. Validation of Installation Survey Conclusions. The role of the installation in the security of military information functional area remains the same under organizational concept I, II, and III. At the present time installations respond to the CONUSA and after reorganization the intelligence and security flow will be from the installation to the new major command headquarters. Installation intelligence and security functions will not change, only the superior headquarters will change.

# 3. Function/Report Evaluation.

- a. Effort in this functional area is generally equally divided between support to the Active Army and support to the Reserve Components. After reorganization security of information functions associated with ROTC, the Reserve Components, and the Area Command Headquarters should be retained in the Area Command. Those activities in this functional area associated with Active Army units and installations and the Force and D&T Command Headquarters, should be assigned to the appropriate major command. The Army Security Agency Detachment, First Army, provides ASA support to FUSA units and installations on an area basis. Since installations and Active Army units will be assigned to Force and D&T Commands upon reorganization, there will be no requirement for an ASA detachment to be assigned to the Area Command. An ASA detachment assigned to Headquarters Force Command could provide ASA support to both that headquarters and its subordinate units, installations and activities and D&T Command as required. There are four people authorized to perform the security of military information function at FUSA and five personnel are actually assigned. The Reports Collection Form for this functional area is at inclosure 1.
- b. The following is an analysis of the personnel, functions, and reports required to perform the security of military information functions after reorganization.

# (1) Area Command.

- (a) Two personnel are required at the Area Command to perform the security of military information function after reorganization.
  - (b) The following functions will be retained by the Area Command.
- $\underline{1}$ . Coordinates policies and procedures concerning security of military information to include special category information.
- $\underline{2}$ . Coordinates the Area Command schedule of security and technical surveys and inspections.
- $\underline{\mathbf{3}}$ . Monitors the security violation program within the Area Command.
- $\underline{4}$ . Reviews security SOPs of the Area Command staff and subordinate elements.
- $\underline{5}$ . Coordinates the Access to Critical Nuclear Weapons Design Information Program (CNWDI) for the Area Command Headquarters and the Reserve Components.
  - 6. Conducts security classes and staff visits as required.
- (c) No recurring reports will remain in this functional area after reorganization.

# (2) Force Command.

- (a) One additional personnel space will be required at Force Command to perform the added security of military information function after reorganization.
  - (b) The following functions will be assumed by the Force Command.
- <u>1</u>. Establishes policies and procedures concerning the security of military information to include special category information.

- $\underline{2}$ . Coordinates the schedule of security and technical surveys and inspections for Force Command Headquarters and its subordinate units, activities and installations.
- Establishes, controls, and coordinates the security violation program within Force Command.
- 4. Provides guidance concerning release of classified defense information to US civilians and foreign nationals.
- $\underline{\mathbf{5}}$ . Reviews security SOPs of the Force Command staff and subordinate elements.
- $\underline{6}$ . Controls the access to CNWDI for Force Command Headquarters and its subordinate units, installations and activities.
- (c) The following additional report will be required at Force Command in this functional area: Counterintelligence Activities; RCS CSGID-63(RZ); which is prepared by all counterintelligence units and forwarded to Force Command where it will be consolidated and forwarded to ACSI DA.

# (3) D&T Command.

- (a) One additional personnel space will be required at D&T Command to perform the added security of military information function after reorganization.
  - (b) The following functions will be assumed by D&T Command.
- 1. Establishes policies and procedures concerning the security of military information to include special category information.
- <u>2</u>. Coordinates the schedule of security and technical surveys and inspections for D&T Command Headquarters and its subordinate units, activities, and installations.
- 3. Establishes, controls, and coordinates the security violation program within D&T Command.
- 4. Provides guidance concerning the release of classified defense information to US civilians and foreign nationals.
- $\underline{\textbf{5}}$ . Reviews security SOPs of the D&T Command staff and subordinate elements.
- $\underline{6}$ . Controls access to CNWDI for D&T Command Headquarters and its subordinate units, installations, and activities.
- (c) No additional reports will be transferred to D&T Command upon reorganization.
- (4) <u>Both Force Command and D&T Command</u> See paragraphs 3b(2) and 3b(3) above.
- (5) <u>Installation</u> No additional personnel functions, or reports will be required at installation level after reorganization.
- (6) <u>DA and other major commands</u> No additional personnel, functions or reports will be required at DA or other major commands after reorganization.
  - (7) Elimination.

- (a) No personnel spaces may be eliminated in this functional area upon reorganization.
- (b) No functions may be eliminated in this functional area after reorganization.
  - (c) The following reports maybe eliminated upon reorganization.

TITLE RCS STAFF AGENCY

1. Officials Designated DD-A(AR)735 DCSI CONARC to Exercise Original Classification Authority

2. Security Compromise/ None DCSI CONARC Violations

3. Inventory of Technical DD-A(A)796 ACSI DA Listening Equipment

c. The USAINTC provides security and technical survey and inspection support to installations, FUSA, and CONARC. The working agreements between USAINTC and all levels of command in this functional area will be required after reorganization.

## 4. Conclusions.

- a. Of the four manpower spaces authorized at FUSA to perform the security of military information function, two should be retained in the Area Command, one should be transferred to Force Command and one space should be transferred to D&T Command.
- b. Security of military information functions associated with the Area Command Headquarters, ROTC, and Reserve Components should be retained at the Area Command along with two manpower spaces (paragraph 3b(1) above).
- c. Security of military information functions associated with Force Command Headquarters and its subordinate units, installations, and activities should be assigned to Force Command along with one manpower space (paragraph 3b(2) above).
- d. Security of military information functions associated with D&T Command Headquarters and its subordinate units, installations, and activities should be assigned to D&T Command along with one manpower space (paragraph 3b(3) above).
- e. After reorganization there will be no requirement for an Army Security Agency Detachment at the Area Command (paragraph 3a above).
- f. Working arrangement between the US Army Intelligence Command and installations and the Area Command should continue and new arrangements developed with Force and D&T Commands (paragraph 3c above).
- g. No manpower savings will be realized in this functional area upon reorganization (paragraph 3b(7) above).
- h. No functions can be eliminated upon reorganization (paragraph 3b(7) above
- i. The following reports should be eliminated upon reorganization (paragraph 3b(7) above).

TITLE RCS DD-A(AR)735 STAFF AGENCY (1) Officials Designated DCSI CONARC ACSI DA to Exercise Original Classification Authority (2) Security Compromise/ None DCSI CONARC Violations (3) Inventory of Technical DD-A(A)796 ACSI DA Listening Equipment

# Recommendations.

- a. That the Area Command be staffed with two personel to perform the security of military information function after reorganization.
- b. That one manpower space be assigned to the Force Command to perform the security of military information function upon reorganization.
- c. That one manpower space be assigned to D&T Command to perform the security of military information function upon reorganization.
- d. That the requirement for a US Army Security Agency Detachment at Area Command be eliminated.
- e. That working agreements be developed between the US Army Intelligence Command and the Force and D&T Command Headquarters.
  - f. That the reports mentioned in paragraph 41 above be eliminated.

CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE Deputy Chief of Staff for Intelligence DIVISION Security of Ellitary Information (SMI) SECTION

NAME OF INDIVIDUAL CONTACTED CFT J. CORPLINO

DATE OF INTERVIEW 17 Apr 72

FUNCTIONAL AREA (S)\_ INS

PHONE # 68514

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- i.	CONSUA	ADSHOC	CONUSA	CONUSA	Initiated by	(0)	
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	w	ω	ω	w	Auth Auth	9	
	w	w	w	w	Actual		
586	Morld-wide submission required. Report submitted as required by DA. Last report submitted in June 1971	World-wide submission required. Submitted by all counterintelligence units - Quarterly report.	Quarterly Report	Concerns authority to classify defense information. Report submitted as required by ACSI DA.	Remarks	(q)	

# CONUSA Survey (cont)

# 1

# CONARC Disposition

- This report is based on a DA requirement. It is no longer a recurring report and is submitted on an "as needed" basis. It should, therefore, be eliminated as a recurring report.
- This CONARC-required report provides statistical data required for the Quarterly DCSI Review and Analysis. D process of cancelling the requirement for this report; therefore, it can be eliminated as a recurring report. DCSI CONARC is in the
- This DA-required report furnishes information concerning counterintelligence activities CONARC-wide. It is consolidated at CONARC and forwarded to ACSI DA.

It is not used at CONARC.

Recommend that DA

This DA required annual report is consolidated at CONARC and forwarded to ACSI DA. re-evaluate this requirement for possible elimination of the report.

# CONUSA ANALYSIS INTELLIGENCE COMMAND AND CONTROL

- l. <u>CONUSA Findings</u>. The command and control element of the Deputy Chief of Staff for Intelligence (DCSINT), First US Army (FUSA), exercies overall responsibility for the planning, direction and supervision of the intelligence, counterintelligence and security activities of the command. This element directly supervises and provides administration support to the FUSA staff intelligence organization. This element is responsible for the implementation of regulations, guidance, and direction from DA and CONARC and, in turn, furnishes significant intelligence and security information to those headquarters as required. The command and control element provides guidance, direction, and staff supervision over the installation intelligence and security activities. Installations, in turn, respond to the requirements of the DCSINT and furnish significant intelligence information as required.
- 2. Validation of Installation Survey Conclusions. The role of the installation in the intelligence command and control functional area remains the same under organizational concept I, II, and III. At the present time installations respond to the CONUSA and after reorganization the intelligence and security flow will be from the installation to the new major command headquarters. Installation intelligence and security functions will not change, only the superior headquarters will change.

# 3. Function/Report Evaluation.

a. Upon reorganization the functions of the DCSINT will be essentially the same; however, the functional scope and operational span of control will be greatly reduced. Installations and units currently under the control of FUSA will be transferred to Force and D&T Commands and only ROTC, Reserve Component, and residual area support missions will remain under the Area Command. This functional reduction will result in fewer personnel under the direct supervision of the DCSINT command and control element. The principal DCSINT area of interest after reorganization will be intelligence staff support to the Reserve Components. There are no recurring reports specifically identified with the command and control element. The DCSINT command and control element consists of the Office of the DCSINT, the Administrative Branch, subordinate division command and control elements, and one individual assigned as librarian in the FUSA Language Training Facility. The following is a detailed breakout of the present authorized structure of the DCSINT command and control element and the command and control element required after reorganization.

Office of the DCSINT	FUSA 4	COMMAND 3	ELIMINATIONS 1
Administrative Branch	3	3	0
Plans, Opns, and Tage Div	2	0	2
Security Division	3	0	3
Librarian, FUSA Lang, Tng Facility* TOTALS	13	0	<del>1</del> 7

<sup>\*</sup>Included on the FUSA Support Element TDA.

b. The following is an analysis of personnel, functions, and reports required to perform the intelligence command and control functions after reorganization.

# (1) Area Command.

- (a) Six personnel are required at the Area Command to perform the intelligence command and control function after reorganization.
- (b) The principal function retained in the Area Command intelligence command and control element is the responsibility for planning, direction, and supervision of the intelligence, counterintelligence and security activities of the command.
- (c) There are no recurring reports specifically identified with this functional area.
- (2) <u>Force Command</u>. No personnel, functions, or reports will be transferred to Force Command upon reorganization.
- (3) <u>D&T Command</u>. No personnel, functions, or reports will be transferred to D&T Command upon reorganization.
- (4) Both Force and D&T Commands. See paragraphs 3b(2) and 3b(3) above.
- (5) <u>Installation</u>. No additional personnel, functions, or reports will be required at installation level after reorganization.
- (6) <u>DA and other major commands</u>. No additional personnel, functions, or reports will be required at DA or other major commands after reorganization.

# (7) Elimination.

- (a) Seven personnel manpower spaces presently assigned to FUSA may be eliminated upon reorganization.
- (b) No reports or functions in the intelligence command and control element can be eliminated upon reorganization.
- c. This analysis envisions the establishment of an Area Command staff intelligence organization consisting of two branches controlled by a DCSINT, an assistant DCSINT, supported by one secretary and an administrative section of three personnel. This organization is considered sufficient to perform the Area Command staff intelligence function provided no unanticipated additional missions or responsibilities are assigned.
- d. The FUSA Language Training Facility is assigned to the FUSA Support Element and placed under the operational control of DCSINT. DCSINT has further assigned operational control of this facility to the 528th MI Company (Interrogation). The principal use of this facility is to provide language training to personnel of the Reserve Components. The 528th MI Co. uses the facility as required on a space available basis. One manpower space charged against DCSINT is included on the FUSA Support Element TDA as librarian for the Language Training Facility. Since this is primarily a training activity, operational control should be assigned to the Area Command DCSOT and the librarian space on the Support Element TDA deleted.

4. <u>Conclusion</u>. Of the 13 manpower spaces authorized at FUSA to perform the staff intelligence command and control function, six should be retained at the Area Command and seven should be eliminated.

# 5. Recommendations.

- a. That the Area Command be staffed with six personnel to provide the staff intelligence command and control element.
- b. That seven manpower spaces presently authorized at FUSA to perform the intelligence command and control function be eliminated.

# CONUSA ANALYSIS UNIT TRAINING - RESERVE COMPONENTS

- 1. CONUSA Findings. The Current Training Branch and the Troop Program and Scheduling Branch, Training Division, Deputy Chief of Staff for Reserve Forces, are responsible for supervision and coordination of Reserve Component unit training. The Training Division is the focal point for implementing policies, directives, and procedures of CONARC. Approximately 1100 units in the First United States Army (FUSA) bring about daily questions that are resolved by this Division. The Division also schedules units into various training areas throughout FUSA and receives, reviews, and approves training level objectives.
- a. FUSA, an intermediate headquarters, is the action agency for implementing general policies established by CONARC, a planning agency. At the installation, the unit training effort is primarily denoted to scheduling resource and training areas for annual and inactive duty training.
- b. Through periodic visits to the installations, this division coordinates the utilization of Reserve units and equipment assets to accomplish projects at the installation.
- c. Unit Training, Reserve Components, compiles and forwards to CONARC the Significant Training Events report. It is from this report that CONARC schedules visits by staff and General Officers of CONARC. Training level objectives are also forwarded to HQ CONARC, which uses the report to determine progress of the Reserve units.
- d. FUSA, as a subordinate of CONARC, does not perform any direct function for DA.
- Validation of Installation Survey Conclusions. The installation survey concluded that the Area Command would continue to require the ability to coordinate the activities associated with Reserve Component unit training. The CONUSA survey confirms the requirement.

# Function/Report Evaluation.

- a. Twelve spaces for this function are used at FUSA. Reports related to the functions are at Inclosure 1.
- b. Analysis of the functions performed by Unit Training, Reserve Components, reveals that functions, spaces, and reports should be transferred as follows:
- (1) Area Command The coordination and supervision of Reserve Component unit training should remain with the Area Command. A regional headquarters is required to coordinate programs and to ensure that major headquarter's span of control does not become unmanageable. Twelve spaces should be transferred from FUSA to the Area Command. All reports (Inclosure 1) should accompany this function.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.

- (4) Both Force Command and D&T Command Not applicable.
- (5) Installation Not applicable.
- (6) DA and other Not applicable.
- (7) Eliminate Not applicable.
- 4. <u>Conclusion</u>. With the large number of units involved in the unit training program there should be a regional headquarters to coordinate the program and maintain the span of control at a manageable level. The Area Command provides this organization. The twelve spaces currently authorized should be transferred to the Area Command.
- Recommendation. That all spaces, functions, and reports be transferred to the Area Command. This will include all reports and twelve spaces.

NYON KOLKOHTTON SKIKOAKE

DATE OF INTERVIEW 18-20 Apr 72

FUNCTIONAL AREA(S) Reserve Component/Training

ELLS DY SHAFY SECTION DOSEZ

DIVISION TRAINING PROGRAMS & Scheduling
SECTION

SECTION

34 July 30 30 3821/7500

(a) Title Same of Report	(b)	E E	(c)	(d) Origination	(a) Authority	(£)	CONTROL	Change	(1) Explanation
	ATOPS 118 X	×		En and Sep Co CON Cir	00N Cir 350-7		153	No	

Report will be used at b CONUSA and CONARC.	Yes	Yes	Tes	CONARC Msg	Training Off- ice		. ×	ATOPS-164	Significant Training Events	6.
	Yes	No	Yes	1A Suppl to Anx AB, CON Reg 350-1.	Installations, MUSARCS, and TAG's			Exempt RCs	AT After Action Report	š
	8	YES.		App II, Amx AB, CON Reg 350-1.	Deser-IP, Ha		,	ATOPS 64(R-9)	b, Final Plan	v .
593	8	TES:	,	App II, Anx AB, CON Reg 350-1.	Deser-TP, Hq First us Army		×	ATOPS 6μ(R-9)	Acqual Training Schedule a. Tentative Plan	
	8	138		App V, Anx AA, CON Reg 350-1	CA Units		*	None	3. Chyil Affairs, 3 Year Training Programs	Tra
	8	128		CON Reg 350-1, An-	Bn and Sep Co		×	Exempt RCS	Annual Training Programs	. 2
	8	YES	***********	00N CLr 350-7	Bn and Sep Co		*	ATOPS 118	fraining Level Objectives	
(1) Explanation	(h) Change	(8)	VSCE.CO	(a) Authority	(d) Origination	(c)	[13	ecs	(a) Title/Mame of Report	1
-	-				100 000	+ N.				

# (r) CONARC Disposition

1. ATOPS 118  2. Annual Training Progress RCS. None	USE Used internally to forecast training achiefment to determine if units are progressing. CONARC does not receive report.	DISPOSITION Internally .N/A
2. Annual Training Progress RCS. None	CONARC does not receive report.	N/A
3. CA. Three year training plan	Monitors to develop training concepts and plans.	Internal
4. ATOPS 64 (R-9)	To develop the CONARC staff visit. Answer training area queries from DA.	Fwd to DA
5.		
6. ATOPS 164	Prepare IDT staff visit program.	Internal use 4

Internal use 4

6. ATOPS 164

ELUGA SOLVEY (SONG)

	P							
 ,	6. Prepare IN Staff Visits	5. AT action	h. AT Schedu <b>le</b> (Final)	3. Annual Trng Schedule	2. Year Trng Program for 1 Undto	1. Programs Projected Abnual Trng Programs	Use	. (3)
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				Monitor and Develop ing Concepts and Plans			Remarks	(b)
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# CONUSA ANALYSIS UNIT TRAINING ACTIVE ARMY

- 1. CONUSA Findings. At First US Army (FUSA), the Unit Training Branch, Training Division, DCSOT is the focal point for unit training Active Army. The Unit Training Branch of DCSOT is responsible for the training of approximately 200 units in FUSA. The objective of unit training is to produce units qualified to perform operational missions as prescribed in the TOE. Broad training guidance from Department of the Army and CONARC are implemented by this headquarters in the form of training directives incorporating the desires of the Army commander. These directives provide supplemental guidance to that of DA and CONARC and are the basis upon which unit commanders at battalion/separate company level can develop and carry out detailed training plans. Training requirements for STRAF units, once they are activated, reorganized, or mobilized are completion of an Army Training Program and successful completion of the appropriate ATT. Thereafter, the units enter into Operational Readiness Training whereby they maintain a state of unit readiness to accomplish assigned operational and contingency missions, to include special operations in various environments. An annual ORTT for battalion and separate company and platoon-size units is required by this headquarters to evaluate the status of mission training. Additionally, Field Training Exercises (FTX's) are scheduled as required to meet established criteria and with due regard to other unit requirements such as installation support. Experience has shown that visits to each installation, and other observation of a representative number of training tests administered STRAF units by installation commanders, provide the coverage required to determine problems confronting units in attainment of the training objective. In addition to providing the installation and units with on-the-spot advice and assistance, reports of staff visits are circulated through staff recommending, when appropriate, personnel and logistical actions to facilitate training. The Joint Affiliation Program is a formalized agreement between FUSA and Headquarters 21st Air Force. The affiliation program provides a basis for: Establishment of Joint Military Airlift Command, Airlift Control Elements (ALCE) and Army Departure/Arrival Airfield Control Groups (D/AACG) to mutually assist in the movement of Army Forces by Military Airlift Command aircraft; conduct of air movement exercises testing Army/Air Force capabilities to produce faster reaction in support of contingency plans; twice a year FUSA is tasked to host the semiannual Demonstration of Civil Disturbance and Riot Control Procedures conducted for the FBI National Academy. The demonstrations are conducted at Fort Belvoir, Virginia and are designed to portray the use of military units serving in support of civil authorities to quell disorders.
- a. The Unit Training Branch insures the DA and CONARC guidance is implemented through publishing of training circulars and letters as required.
- b. Installation commanders are responsible for insuring STRAF units on their installation are trained and for scheduling and administering Army Training Tests and Operational Readiness Training Tests. However, the ultimate responsibility for the training of any unit rests with the unit commander.
- c. With the reintroduction of decentralized training by the Chief of Staff on 30 June 1971 all reports were cancelled. Information on the State of Training is collected through staff visits.

- d. What the CONUSA does for DA in this functional area is a derivative of what the CONUSA does for CONARC.
- 2. Validation of Installation Survey Conclusions. Unit Training was not analyzed during the installation survey.
- 3. Function/Report Evaluation.
- a. Seven spaces for this function at FUSA. There are no recurring reports associated with this function.
- b. Analysis of the function performed by Unit Training Branch, Training Division, DCSOT reveals that the functions and spaces should be transferred as follows:
  - (1) Area Command Not applicable.
  - (2) D&T Command Not applicable.
- (3) Force Command All units under reorganization will become a part of Force Command. Unit training will then be a part of Force Command. The function as performed by FUSA should be transferred to FC. Seven spaces will be involved in the transfer. No reports of a recurring nature are involved.
  - (4) Both Force Command and D&T Command.
  - (5) Installation Not applicable.
  - (6) DA & Other Not applicable.
  - (7) Eliminate Not applicable.
- 4. <u>Conclusion</u>. That units will become a part of Force Command upon reorganization. The training function pertaining to the units will follow with the reorganization. There will be seven spaces available for distribution to the Force Command. There are no reports involved.
- 5. Recommendation. That the Unit Training functions, and spaces be redistributed to Force Command. There will be seven spaces involved and no reports.

# DEPARTMENT OF THE ARMY MASTER PRIORITY LIST

# 1. CONUSA Findings

The DAMPL is a list prepared by DA which establishes by sequence number the relative priority of all elements of all components of the Army for distribution of personnel and logistics assets. In general the higher priorities are associated with contingency plan early deploying units and lower priorities for nondeploying elements. The CONUSA routinely uses the DAMPL to insure compliance with resource allocations to its units. The letter of instruction to Active Army CONUSA's does not allow for distribution of DAMPL information below CONUSA. The letter of instruction to USAR activities allows distribution down to the lowest unit. The National Guard Bureau by-passes the CONUSA and goes directly to the State Adjutant General with DAMPL statistics.

- a. The CONUSA plays the role of record holder in regard to the Active Army and a monitor/ Clarification office for USAR. CONUSA performs no function for the National Guard Bureau.
- b. The CONUSA does not require input from the installation in reference to the Active Army. The CONUSA does act as a clarification agent in regard to the USAR. There is no actions required for the ARNG.
- c. The CONUSA performs no actions for CONARC in this function. The CONUSA acts as the agent for implimenting CONARC guidance. There are no actions required for the ARNG.
  - d. The CONUSA performs no requirements directly for DA.

# 2. Validation of Installation Survey Conclusions.

- a. An Installation Survey was conducted for this function.
- b. There is no impact on the installation under any of the proposed organizational concepts.

# Function/Report Evaluation

- a. There is no space allocation provided to the CONUSA to perform this function no specific function regarding the DAMPL could be found in FUSA memo number 10-1. There are no reports associated with this function. Three individuals use the DAMPL as a resource document.
- b. There are no spaces allocated for this function. There are no reports for this function.
- Area Command The command needs the DAMPL to use in its management of the Reserve Components.
  - (2) Force Command Not applicable
  - (3) D&T Command Not applicable
- (4) Both Force Command and D&T Command: Each command should receive the DAMPL to use as a management tool.
  - (5) Installation Not applicable
  - (6) DA and Other Not applicable

(7) Elimination - Not applicable

# 4. CONCLUSION:

- a. That the function performed by CONUSA is a managerial function and should remain with Area Command because of the Reserve Components.
- b. That a requirement will exist at Force Command and D&T Command for the information contained in the DAMPL.

# 5. Recommendation.

- a. That the distribution of the DAMPL continue to the Area Command.
- b. That both Force Command and D&T Command receive the DAMPL for resource management purposes.

# CONUSA ANALYSIS Reserve Components Deputy Chief of Staff, Reserve Forces (DCSRF)

- 1. CONUSA Findings. This section is a summarization of the current role of the CONUSA for the Reserve Components Deputy Chief of Staff, Reserve Forces (DCSRF) to include the functions performed by the four operating staff divisions of this staff directorate, Program and Budget, Organization and Readiness, Plans and Operations, and Training.
- a. Role exercised with regard to DA, CONARC, and the installation (subordinate headquarters) for this Reserve Component function:
- (1) Program and Budget Division: Program/Budget Division is responsible for review and analysis of the Command Operating Budget (COB), Budget Execution Review (BER) and the Financial Management Report (FMR), submitted by (17) active Army installations supporting USAR activities. Based on such reviews, Program/Budget Division initiates recommendations to DCSCOMPT as to budgetary fund distribution to such installations supporting USAR activities under Reserve Component appropriations (OMA BP 560000, NGPA BP 3100, RPA BP 3200 and OMANG BP 3700). Initiates action for necessary adjustments to installation funds during current fiscal year based on existing priorities and reviews covering fund utilization. Direct coordination is also conducted with (16) Major USAR commands (MUSARC's), (6) US Army Advisor Groups - Army Reserve (USAAGAR), (16) US Army Advisor covering TDY support requirements Groups - National Guard and State Adjutants General (15 States plus District of Columbia) funded for Command Post Exercises (CPX) participation.
  - (2) Organization and Readiness Division.
- (a) Organization Branch Organization Branch implements directives from CONARC and DA pertaining to change of status of Army Reserve Troop Program Units to include the activation, reorganization, and inactivation of 1318 company and detachment size units. This office recommends to CONARC and DA, proposals to activate and relocate USAR units; monitors requests and recommends to DA, changes to National Guard troop structure to include change in station of units and federal recognition. The branch provides subordinate units guidance and directives and publishes general orders announcing change in status of Army Reserve units.
- (b) Readiness Branch Readiness Reports (DA Form 28%1) are required by DA Regulation 135-8 which is supplemented by CONARC and FUSA. Primarily, FUSA is involved in verifying the accuracy of the reports returned from subordinate commands and in analyzing the data in order to prepare a Command Narrative Summary for CONARC. The Readiness Branch staffs these documents to various staff sections and makes an errata sheet on each report and sends same to unit in order to reduce errors. Decision making authority at this level is limited. Data from Readiness Report is transferred to Data Processing cards at this level. Cards and hard copy are both transmitted to CONARC. AT Evaluations are prescribed by CONARC. The Readiness Branch makes decisions with regard to evaluations in order to meet CONARC and DA guidance. The division has some latitude in prescribing evaluation procedures and in reviewing evaluation reports to determine unit training level.
- (c) Requirements Branch The Requirements Branch implements directives from CONARC and DA pertaining to USAR facilities, USAR technicians, USAR TOE and TDA actions, and supply activities. The

Branch determines requirements for USAR center construction, acquisition of leased facilities for USAR centers, requirements for and acquisition of weekend training areas, technician requirements, and supply distribution. Provides input to other staff sections within the Headquarters for inclusion in request for support of USAR units during IDT and AT. Coordinates requirements for additional personnel at AT sites for support of AT, and determines requirements for evaluators for units at AT. Initiates actions to other FUSA staff sections, CONARC, and DA to improve mobilization readiness of USAR units.

- (3) Plans and Operations Division.
- (a) Plans Branch The major role of this office is to provide guidance and monitor the implementation of the First Army Mobilization Plan. This plan is developed by DCSOT utilizing the CONARC Basic Plan and AR 135-300.
- (b) Operations Branch The total function of Operations Branch in the area of Reserve Components is varied and diverse, but in general, the role with regard to DA is mobilization of DA selected Reserve Component units within First US Army area; with regard to CONARC, is participation in directed CPX's and studies; and with regard to installations is generally no contact unless that installation is a subarea and/or support installation during mobilization then it supervises and assists in planning for, and actual mobilization. The role with respect to subordinate headquarters is with the MUSARC's, TAG's, and Advisory Groups.
- (4) Training Division Training Division, DCSRF, is the focal point for coordination of all actions involving establishment of training goals for mobilization entities, and for implementation of policies, directives, and procedures pertaining to Reserve Component training. Training Division, DCSRF recommends priorities for support of equipment fill and other logistical support for Reserve Components both during inactive duty (IDT) period and during annual training (AT) periods. In addition, the Training Division coordinates all actions involving scheduling of units for annual training. In effect the Training Division, DCSRF is the action agency responsible for implementing the general policies established by CONARC, a planning agency. Where CONARC training policies must be tailored to meet the specialized requirements of Reserve Components in the FUSA area, it is the responsibility of Training Division to establish specialized instructions. This management function cannot be eliminated at the Army level nor can it be consolidated with other activities at the Army level. The more than 1100 mobilization entities in the First Army area must have a focal point for resolution of day to day problems which arise with respect to training and training support.
- b. Requirements from installations (subordinate headquarters) and actions taken for subordinates in this Reserve Component function:
- (1) Program and Budget Division. Active Army installations, provided funds from Reserve Component appropriations, submit to First US Army budgetary and financial type data as referenced in paragraph l above. MUSARC's and US Army Advisor Groups submit TDY fund requirements for mission requirements related to USAR activities. State Adjutants General participating in CPX's submit budgetary requirements for pay and allowances, subsistence and travel of participating NG personnel. In turn, the Program and Budget Division recommends budgetary fund distribution and initiates actions for adjustments within availability of resources as stated in a(1), above.
  - (2) Organization and Readiness Division.

- (a) Organization Branch Organization Branch requires subordinate USAR commands to initiate actions concerning changes in status of Army Reserve units, including troop program units, reinforcement training units, and mobilization designation detachments. This office requires State Adjutants General to initiate action on relocation of units and federal recognition.
- (b) Readiness Branch In both the areas of Readiness Reports and Annual Training Evaluations CONUSA requires subordinate mobilization entities to prepare portions of the subject reports in accordance with guidance provided from higher headquarters and this office.
- (c) Requirements Branch Requirements Branch requires subordinate commands to submit information pertaining to recommended changes to TAAD documents, requirements for additional equipment for annual training, requirements for changes to technicians' numbers and status, stationing plans for USAR units, requirements for weekend training areas, and requirements for changes to USAR centers.
  - (3) Plans and Operations Division.
- (a) Plans Branch This branch does not deal directly with the Class I and II support installations with regards to plans. Plans Branch activities relate only to the Reserve Components. This head-quarters exercises command control over the Major USAR Commands for mobilization planning. While this headquarters does not exercise command over State AG's, it does exercise supervisory control of the AG's for the preparation of mobilization plans.
- (b) Operations Branch Operations Branch requires nothing from the Class I installations and does nothing for the installation except in mobilization as stated in paragraph a(3)(b) above. It is more appropriate here to reference units rather than installations. This branch assigns USAR units, gives guidance, establishes the command structure, and provides general guidance to Active Army advisors (both USAR and ARNG). It plans and conducts CPX's for both USAR and ARNG. Requirements from units are in the form of reports and comments during and after CPX's and studies are conducted as appropriate.
- (4) Training Division Training Division is not in a position to demand specific requirements be met at specified Class I and Class II installations or at inactive duty sites. Training Division does, however, specify the type of facilities which are essential for Reserve Component training in terms of equipment facilities and training areas. Based upon the requirements for facilities as established by Training Division, other agencies of the FUSA staff are given the responsibility of ensuring that Reserve Component requirements for training facilities are satisfied. Training Division, DCSRF, makes periodic visits to installations to check adequacy of facilities for Reserve Component training. In turn, DCSRF Training Division can coordinate the utilization of Reserve Component troop and equipment assets throughout the FUSA area to accomplish projects at installations which will materially benefit both the Active Army and the Reserve Components. These projects could range from land rehabilitation to construction of training facilities, to community service oriented projects. These projects are accomplished through mutual support programs between the Active Army and Reserve Components. In this regard the Training Division is once again the focal point for coordination of mutual support programs in

that the Training Division does have the knowledge as to availability of units to accomplish projects at installations.

- c. Role exercised for CONARC in this Reserve Component function.
- (1) Program and Budget Division Program/Budget Division has responsibility for submission of budgetary reports to CONARC as indicated in paragraph a(1) above. Analysis by Program and Budget Division of monthly FMR provides CONARC with status of Program 5 funds, to include validation of justification for unfinanced requirements and requested intra-programing actions to assure that available funds are utilized to the maximum extent.
  - (2) Organization and Readiness Division.
- (a) Organization Branch Organization Branch forwards to CONARC proposals concerning change of status of USAR troop program units, to include affiliation agreements. This office conducts organizational studies and provides input as required by CONARC.
- (b) Readiness Branch Readiness Reports FUSA places readiness data on cards for data processing to CONARC. Evaluation Reports -FUSA compiles certain statistical data from the CONARC Form 480-R (Annual Training Evaluation) and makes a summarization to submit to CONARC.
- (c) Requirements Branch Requirements Branch forwards to CONARC recommendations on all TAADS (The Army Authorization Documents System) documents received from USAR units, update information for 93 TDA's, recommendations for changes to supply bulletins, AR's, and other directives and publications pertaining to supply matters, information and update on weekend training sites and other facilities used by USAR units.
  - (3) Plans and Operations Division.
- (a) Plans Branch There are no CONARC requirements. Plans Branch functions again deal with implementing the provisions of AR 135-300 to which there are no added supplements other than that produced by First US Army.
- (b) Operations Branch Operations Branch does only special projects at the discretion of CONARC for CONARC. There are no other standing requirements as such.
- (4) Training Division Training Division, DCSRF is in effect the action agency which provides CONARC with advice and current training information on any of the more than 1100 mobilization entities in the FUSA area. It is the FUSA responsibility to maintain current updated files on the exact training readiness condition of each of the more than 1100 mobilization entities in FUSA. Additionally, it is the FUSA responsibility to implement the broad training guidance of CONARC and to also modify this guidance within certain constraints to adapt to specialized situations of many of the FUSA Reserve Component units. Training Division, DCSRF coordinates all matters pertaining to enrollment of Reserve Component personnel into CONARC service schools and also recommends establishment of specific USAR schools to satisfy FUSA requirements. Training Division implements specialized training

programs based upon directives or guidance received from CONARC. A good example of a specialized training program which has been recently implemented is the airmobility training program.

- d. Role exercised for HQ DA in this Reserve Component function.
- (1) Program and Budget Division Program/Budget Division submits Army Reserve Active Duty for Training Report (CSRES-71 R-3) and Summary of USAR AT Participation (CSRES-101) direct to DA. Subject reports provide information to Office, Chief of Army Reserve (OCAR) (with info copy to CONARC) as to monthly and annual utilization of Man-Day Spaces (MDS) in all categories.
  - (2) Organization and Readiness Division.
- (a) Organization Branch Organizational Branch implements organizational actions as directed by DA, prepares detailed reorganization plans as required by DA, and provides management data as required.
- (b) Readiness Branch Readiness Reports Makes administrative corrections on the DA Form (DA Fm 2841) prior to forwarding through CONARC.
- (c) Requirements Branch Requirements Branch implements actions pertaining to supply, facilities and technicians as required by DA.
  - (3) Plans and Operations Division.
- (a) Plans Branch There are no DA requirements. Plans Branch functions again deal with implementing the provisions of AR 135-300 to which there are no added supplements other than that produced by First US Army.
- (b) Operations Branch Operations Branch does only special projects for DA at HQ DA direction. There are no standing requirements as such.
- (4) Training Division The relationship of DCSRF, FUSA to Department of Army is not considered an important relationship with respect to establishment or implementation of training policies. FUSA, as a subordinate command of CONARC, deals directly with CONARC. Nearly all guidance received from Department of the Army is received through CONARC. Direct coordination between FUSA and Department of the Army is not authorized and does not appear necessary. Where specialized projects are involved such as the OSD study, CONARC authorizes direct coordination between FUSA and interested agencies on an as needed basis.

## Validation of Installation Survey Conclusions.

a. Based on the findings at the CONUSA there is no reason to change any previously recommended procedures in the Reserve Components area as set forth in Organizational Concepts I, II, and III of the Installation Report. Each of the three Concepts included provisions for the Area Command as the residual headquarters subsequent to the reduction of management functions performed by the current CONUSA. The reorganization neither changes the type of, nor the number of Reserve Component units/agencies located within the Army area of responsibility. Each Concept considered retains support of Reserve Component

units, as applicable, on an area support/proximity basis. Therefore, the CONUSA findings with respect to Reserve Components do not affect procedures previously recommended in the Installation Report.

b. N/A - For the reasons stated above.

## 3. Function/Report Evaluation.

a. The directorate of the DCSRF is comprised of four staff divisions with a current FUSA TDA (20 June 1971) strength authorization as follows:

FUNCTION AND ORGANIZATION	OFF	EM	CIV	TOTAL
DCSRF & Admin	3	2	3	8
Program & Budget Division	1	0	7	8
Organization & Readiness Division	8	1	10	19
Plans & Operations Division	8	1	5	14
Training Division	14	2	14	30
	34	6	39	79

Attached as Inclosure 1 is a list of 36 reports associated with each of the staff divisions of DCSRF which encompasses all assigned functions of the Reserve Forces Directorate.

- b. Based on an analysis of functions assigned and performed, reports required and executed, and the personnel spaces authorized, it is considered that all currently authorized personnel spaces (79) be retained at Area Command to perform the functions listed in paragraph 1 above presently assigned to the Deputy Chief of Staff, Reserve Forces.
- Area Command 79 spaces, all currently assigned functions.
   See Inclosure 1 for list of reports for functions retained.
  - (2) Force Command None.
  - (3) D&T Command None.
  - (4) Both Force Command and D&T Command None.
  - (5) Installation None.
  - (6) DA and Other None.
  - (7) Eliminate None.

## Additional items as required.

- c. N/A
- d. N/A

### 4. Conclusions.

a. That the present Reserve Component functions performed by the Reserve Forces Directorate (DCSRF) should be retained in total by the remaining Area Command Headquarters.

- b. That the 79 personnel spaces currently authorized and manned within DCSRF will be required by the Area Command for the performance of Reserve Component functions.
- c. That all reports presently associated with the performance of these functions will, of necessity, be required within the Area Command Headquarters.
- d. That the study team's functional area members having involvement with the Reserve Component support mission, Personnel, Budget, Force Development, Mobilization/Readiness, Area Support, Training, and Logistics have indicated that their analyses have concluded, and they have therefore recommended that all Reserve Component support functions, personnel spaces, and reports related thereto, presently at the CONUSA be retained at the Area Command.
- e. That the six USAR and 16 ARNG Active Army Advisor Groups and the 16 Major USAR Commands (MUSARC's) presently assigned to the CONUSA should remain assigned to the Area Command.
- NOTE: The conclusions stated above are based on the current CONUSA (FUSA) continuing, as the Area Command, to be charged with the same geographical area of responsibility.

## 5. Recommendations.

- a. That the Reserve Component functions presently assigned to the CONUSA DCSRF remain with the Area Command Headquarters.
- b. That the 79 spaces (34 Off, 6 EM, 39 Civ) authorized by FUSA TDA 20 June 1971 for the DCSRF be retained at the Area Command Headquarters.
- c. That the reports currently associated with the performance of Reserve Component functions continue to be prepared by the Area Command Headquarters.
- d. That the six USAR and 16 ARNG Active Army Advisor Groups and the 16 Major USAR Commands presently assigned to the CONUSA be assigned to the Area Command.

NAME OF STAFF SECTION/OFFICE\_ DIVISION\_\_PGR\_ BRANCH\_ SECTION\_ DCSRF

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) PROGRAM / BUDGET (Reserve Componets)

٥	'n		w		2.	0		
Cormand Operating Program	Command Operating Budget	Summary of USAR AT participation	Army Reserve Active Duty for Training Report		Financial Management Report ATCOM-156	1A Budget Execution Review	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED LTG TESSIERI
None	ATCOM-105	CSRES-101	CSRES-71- (R3)		ATCOM-156	ATCOM-109	(b) RCS	FACTED LTC
					×		(c)	TESSIER
×	×	. ×	×			×	c)	
Peb Div DCSRF	P&B Div DCSRF	IOMR	P&B Div, DCSRF		P&B Div	P&B Div, DC SRF	(d) Origination	
1A Memo 11-3	1A Suppl CON Reg 11-2 Dec 71	AR 140-1, Jan 66, w/chs DA Msg 051535Z, Nov 71	AR 330-27 Mar 65	AHACO-B, 12 Jul 71 & 20 Dec 71	CON Ltr ATCOM-PBE, 22 Jun 71;	lA Suppl, CON Reg 11-2 Dec 71	(e) Authority	
Yes	Ио	No	No		No	No	(f) CONUSA	P
No	Yes	No	No		Yes	Yes	(g) CONARC	PHONE # 51,22/ 71,79
Yes	Yes	Yes	Yes		Yes	Yes	(h) Change	71/79
Extract of 1A Command Operatisudget to provide financial dollar guidance by cost are installations provided funda-	Compiled from input from installations by PAS Div.	Compiled by ICMR for PAS Div	Compiled by IGMR, adjusted monthly by P&B Div, DOSRF, finput from IGME & MUSARGS	607	Compiled by DCSRF from installations in 1A area.	Report is compiled by DCSRF from input from staff office of Hq lA and installations.	(1) Explanation	

CONUSA Survey (cont)

# REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSRF
DIVISION O&R
BRANCH Readiness
SECTION

NAME OF INDIVIDUAL CONTACTED LTG Lainer

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA (S) Reserve Components

PHONE # 7215

o xecar (in the contract of th	3. Reserve Component Unit Readiness Command Summary Evaluation	? Reserve Component Unit Readiness	1. FORSTAT	(a) Title/Name of Report
	CSGP0 314	CSGP0 313	ATOPS 52 (R2)	(b) RCS
	×	×	×	lp C
				c)
	MUSARCs & State AGs	USAR & ARNG Units	USAR units	(d) Origination
	AR 135-8	AR 135-8	JCS Pub 6	(e) Authority
	No	No	8	(f) CONUSA
	No	8	₹	(g) CONARC
	Yes	8	8	(h) Change
chel 1	e. As supplemented by CONARC & First US Army f. Applies to all CONUSAS g. " " " " " " " " " " " " " " " " " "	h. " " " " " " " " " " " " " " " " " " "	e. AR 525-10; CON/ARRED Reg 525-3; 1A Reg 135-15 f. Applies to all CONUSAS g. " " " "	(1) Explanation

ections.	n feeder eports are rought to ttention of nterested taff	Contents	my Command To analyz ift's readi	14	To prepare nch cards.	ne	Use	(i)
	*	Yes	P R		Yes	Yes	Fwd	(k)
		Yes		-	Yes	Yes	Disposition Input Re	(1)
		No			No	No	Retained	(田)
		CONARC			CONARC	CONARC	Fwd to	(n)
		NA			NA	NA	Rpts to Inst	(0)
		DA			DA	JCS	Initiated by	
	·	12			1,2	10	Rqmt	
		13			1½	1	Personnel Auth	(d)
		12			13	1	Actual	
			610			p. A statistical clerk is required to keep data updated.	Remarks	(4)

	O&R Div	Readiness Branch
		s Bran
	CONA	ıch
1	RC	3
	CONARC Disposition	
1	tion	

1. (ATOPS-52) Branch, Command and Control Center. base, which is the primary document used to compare the overall readiness of all units and on which Reserve FORSTAT - Transaction register monitored weekly to verify the Reserve Component information in the FORSTAT data Component unit assignments to contingency plans are based by HQ CONARC. FORSTAT transmitted to DA, Systems

(CSGPO-313)

one copy is given to Reserve Forces Training, DCSLOG and DCSPER. All Readiness Reports are proofed for accuracy, with two copies of each report then being forwarded to DA, CORC. CONARC staff offices listed above use these reports Reserve Component Unit Readiness Report (DA Form 2841) - Is used by CONARC as basis for Command Summary Evaluation (CSE). Statistics used for command briefings within CONARC and also to DA when requested. When received from CONUSA, transmitted to DA, Military Operations, via AUTODIN. to produce their annexes to the CONARC CSE. Punched cards are checked by this office for accuracy and then are

w • (CSGPO-314)

Command Summary Evaluation (CSE) - When received from CONUSA, one copy each is forwarded to Reserve Forces Training, forwarded to DA, CORC, Personnel, Military Operations, Logistics, Army Reserve, National Guard Bureau and CC's Component Unit Readiness Reports and CONUSA CSE. After briefing CG CONARC, and receiving approval, the CSE is CONARC to solve. DCSPER, DCSLOG and DCSCOMPT for evaluation of significant trends and problem areas beyond the capability of HQ These offices produce their annexes for the CONARC CSE based on the input from the Reserve

NAME OF STAFF SECTION/OFFICE DCSRF
DIVISION O&R
BRANCH Readiness
SECTION

FUNCTIONAL AREA(S) Reserve Components

DATE OF INTERVIEW

18 Apr 72

NAME OF INDIVIDUAL CONTACTED TO L'ainer

PHONE # 7215

	lab i, ipp II, impor 0	Unit Awards (lAA Form 606-R)		Biographical Sketch serve Component Officer AA Form 511)	Advisor Review and Evaluation of Reserve Component Units (no standard form)	braining braining braining braining of Reserve Components (USCONARC Form 480-R)	(a) Title/Name of Report
_			Exempt	Exempt	Exempt	Exempt	
			×	×	×	×	
							(c)
		subordinate company of a larger unit.	Each separate AR 140-24; Yes company and CON Suppl	MUSARCs and TAGs of states.	Commanders, USA Adv Gps (USAR) and Chief Advi- sors, USA Adv Gp (ARNG	Mobilization Entity	(d) Origination
		1 to AR 140-24;	e AR 140-24 CON Suppl	1A Reg 135-2	CONARC Lti 25 Feb 71; 1A Reg 135-7	Annex AG, CONARC Reg 350-1; 1A Reg 135-9	(e) Authority
			Yes	Yes	8	Š	(f) CONUSA
			No	No	Yes	Yes	(g) CONARC
			Yes	Yes	8	3	(h) Change
		not specify a fixed form. This form was devised locally and could be changed or abolished.	The AR and CON Suppl require information, but d	Required by CONUSA CG. Data required for visits, evaluations, etc. CONARC not concerned.	Required semi-annually CONUSA CG cannot change the requirement.	He can make corrections, bu cannot change the requirement.	(1) Explanation

	Determining unit quali- fication for Superior	Providing data to $\infty$ and DCGRF; evaluations	appropriate staff actions.	Extracting Y data, determining appropriate staff actions	Use	(0)
	No.	No	. No	Yes	Fwd	(k)
	No	ĕ	No	8	Disposition Input Re	(3)
	Yes	Yes	Yes	Š	Retained	(B)
-	No	8		CONARC OCAR, NGB	Fwd to	(n)
	None	None .	None	None	Rpts to Inst	(0)
					Initiated b	3
	72.	13	ь	U	Rqmt	
	7,	7.	ч	(2 temp)	Personnel Auth	(d)
	7.	7,	1	ú	Actual	
					Remarks	(4)
	613		,			

Readiness Branch (r)
O&R Div DCSRF CONARC Disposition

(Form 480-R) Provides HQ CONARC (DCSOPS) the necessary information upon which to analyze the effectiveness of Reserve Components yearly training program. Specifically, information concerning the attainment of premobilization training objective and the status of training readiness is provided.

The report is forwarded to DA CAR and NGB.

The CONARC Command Summary is prepared by DCSOPS-RF-Ing Div and serves to inform CG CONARC and staff of the overall effectiveness of the Reserve Component training program and identified factors which contributed to or detracted from attainment of assigned objectives.

NAME OF STAFF SECTION/OFFICE DCSRF
DIVISION O&R Division
BRANCH Requirements
SECTION

NAME OF INDIVIDUAL CONTACTED LTC Jones

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Requirements Br

PHONE #

Tab A, App II, Armex O	wy of Weekend Training was to Support Mission fining	(a) Title/Name of Report
	₩. F. T. S. S. S. J. V. P. S. F. P. S. S. S. V.	RCS PCS
		(B
		c)
	•	(d) . Origination
		(e) Authority
	* <b>8</b>	(f) CONUSA
	<b>88</b>	(g)
	NO	(h) Change
	f. Reports required from all CONUS Army areas. g. Not required by any other headquarters. h. Charges must come from CONARC.	(i) Explanation

		<b>15</b> 8	Use Use	ONU
		SE	Fwd (k)	SA Surve
		NO	(1) Disposi Input	CONUSA Survey (cont)
		NO	(1) (m) Disposition Input Retained	
		CONARC	(n) Fwd to	
		N/A	Rpts to Inst	
		N/A	Rpts to Inst   Initiated by	
•			Rqmt	
			(p) Personnel Auth	
		<b>\$</b>	1 Actual	
	616	*part time basis.	(q) Remarks	

## CONUSA Survey (cont)

MAR Div DCSRF ( CONARC Disposition 3

1.(ATOPS-154) Report is used and retained at DCSOPS. Is used to provide the DCSOPS with a quarterly update on training areas available to Reserve Component units to support mission training during IDT. Information from the report is forwarded to CORC DA.

REPORTS COLLECTION FORM

EASE OF STAFF SECTION/OFFICE

BRANCH PLAY

SECTION

LTC MORSE

DATE OF INTERVIEW 13 Apr 72

FUNCTIONAL AREA(S) Plans/Reserve Components

PHONE & 677-7109

95 45		0		
ab A, Ago III, Annex O		, E.	(a) Mans of Report	HAME OF INDIVIDUAL CONTACTED
		ENON 5	RCS	MCTED_
		×	B (	
			(c)	
		Plans Branch, P&O Div	(d) Origination	
		14 Suppl 1 t	(e) Authority	
		o YES	(£)	***
		NO (N/A)	(g) CONARC,	PHONE & 677-7109
		YES	(h) Change	7109
	618	FUSA Report that is under the control of CG FUSA	(1) Explanation	

0	0	l. Analysed- becorded, loted upon	Use	(0)	
		d- NO	Fwd	(k)	
		NO	Disposition Input Ret	3	
	•	SEA	Retained	(B)	
		N/A	Fwd to	(n)	
		AHARF Form 13	Rpts to Inst	(0)	
		ASTROO	Initiated by	3	
		ь	Rqmt		
		н	Personne l Auth	(9)	
		P .	Actual		
619		Report serves to check mobilization plans of all RC units on an annual basis.	Remarks	(q)	

NAME OF STAFF SECTION/OFFICE DCSRF
DIVISION PRO
BRANCH Ops
SECTION

DATE OF INTERVIEW 18 Apr 72

FUNCTIONAL AREA(S) Reserve Components

PHONE # 7129

nb i, iyo III, ánnor O		0	5. Absence of USAR companders.	<ol> <li>Arrival or departure of Army advisor</li> </ol>	3. Test Alert	2. Final Report CPX	Equivalent Training Status: IONE Report	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED
			HONE	NONE	ONE	ATOPS 368	HONE	(b) _ RCS	
			*	×	×	×	×	(c)	LTC Welch
								la ,	
			E 61	" 61	. 63	. 63	MUSARC/AG G1	(d) Origination	
			1A Reg 140-30	1A Reg 10-3	1A Supply AR 135-300	Annex L, CON Reg 350-1	1A Cir 140-	(e) Authority	
			YES	NO	YES	NO	NO .	(f) CONUSA	194
	•		N/A	YES	N/A	YES	YES	(g) CONARC	PHONE # 7129
		 	YES .	NO	YES	YES	8	(h) Change	
			*		20			(1) Explanation	

CONUSA Survey (cont)

Information	Information	Consolidated	Consolidated	Use	(e)	,
86	8 8	YES	YES	Fwd	8	on our vo
NO	8 8	YES	YES	Disposition Input Ret	3	Course partel feets
YES	YES	•		Retained	(B)	
•	• •	CONARC	CONARC	Fwd to	(n)	
•				Rpts to Inst	(0)	
CONUSA	CONUSA	CONUSA	CONUSA	Initiated by		
 , -	1 2	4.	ω	Rqmt		
_	2 د	4 .	ω	Auth Auth	(9)	
	1 2	4 .	ω	Actual		
(2)	E E		9			
One - Posting	One - Posting One - Review One - Posting	Two One - Review One - Typist	One - Preparation One - Review One - Typist	Remarks	(4)	
621				1		

(r)

CONARC Disposition

1(ET Report)

Equivalent Training Status Report - Used to inform Chief Army Reserve, DA and CONARC (DCSOPS) of those instances in which a USAR general officer command has found it necessary to place qualified USAR unit members on duty at a USAR Center to provide security for the facility when a civil disturbance is imminent. These individuals serve as watchmen with the mission of reporting incidents to appropriate law enforcement authorities. For this duty USAR members are granted credit for equivalent training status.

Action copy is forwarded to CAR, DA
Info copy is furnished OPS-RF-TNG
DCSOPS uses the report to be aware of sensitive areas as they develop
The DCSOPS - EOC is furnished copies for same reason
Info copies are destroyed after six months.

2,(ATOPS 368)

Report to be discontinued O/A 1 July 1972 recommendations cited in report. Occasionaly, according to nature of content forwarded to DA for information. Presently used by DSCOPS (OPNS) to determine effectiveness of Reserve Forces Training program. Is treated IAW

DATE OF INTERVIEW 18-20 Apr 72

NAME OF STAFF SECTION/OFFICE DCSRZ
DIVISION Training Programs & Scheduling
SECTION

PHONE # 3821/7509 FUNCTIONAL AREA(S) Reserve Component/Training

MAME OF INDIVIDUAL CONTACTED	1	LTC Reese	1			-	PHONE # 38	3821/7509	1
fitle/Hame of Report	RCS	<b>(</b> C)		(d) Origination	(a) Authority	(£)	(g)	(h) Charge	(1) Explanation
Training Level Objectives	ATOPS 118	×		Bn and Sep Co	0011 CLT 350-7	to Administration of the second	YES	8	
2. Annual Training Programs	Exempt. RCS	* *		Bn and Sep Co	CON Rag 350-1, An-	•	TES	8	
3. Civil Affairs, 3 Tear Training Programs	Note	<b>H</b>		CA Units	App V, Anx AA, CON Reg 350-1		ISS	8	623
a. Tentative Plan	ATOPS 64(R-9)	×		DCSEF-TP, Hq First US Army	App II, Anx AB, CON Reg 350-1.		TES	8	
b. Final Plan	ATOPS 64(R-9)		•	DOSRF-TP, Hq First US Army	App II, Anx AB, CON Reg 350-1.		YES	8	
5. AT After Action Report	Excempt RCs			Installations, MUSARCS, and TAG's	1A Suppl to Anx AB, CON Reg 350-1.	Yes	No	Yes	
5. Significant Training Events	ATOPS-164	×		Training Off- ice	CONARC Msg	Yes	Yes	Yes	Report will be used at both CONUSA and CONARC.
					_				

0	6. Prepare INT Staff Visits	5. AT action	4. AT Schedule (Final)	Annual irng Schedule	2. Year Trug Program for CA Units	1. Programs Projected Animual Trng Programs	Use	(3)
1. 1.	TES	8	188	TES	TES	ofyes	Fwd	3
	No	No	YES	TES	XX	YES	Input Ret	(1)
	No	YES	No	NO	NO	МО	Retained	(a)
	CONARC	N/A	CONARC	CONARC	CONARC	CONARC	Fwd to	(n)
	CONARC	CONUSA	ожизм	CONUSA	CA Units	CONUSA	Rpts to Inst Initiated by	(0)
	ь	-	F	F.	W	16	y Rqmt	
	н	-	F	F	, w	16	Personne l	( <del>Q</del> )
	н	-	4	F	, w	18	Actual	
1		624					Remarks	(9)

## CONUSA Survey (cont)

UNIT THE THE DIV DCSRF
(r) CONARC Disposition
•
•

6. ATOPS 164	5	4. ATOPS 64 (R-9)	3. CA. Three year training plan	2. Annual Training Progress RCS. None	1. ATOPS 118	
Prepare IDT staff visit program.		To develop the CONARC staff visit. Answer training area queries from DA.	Monitors to develop training concepts and plans.	CONARC does not receive report.	Used internally to forecast training achiefment to determine if units are progressing.	USE
Internal use		Fwd to DA	'Internal .	. V/N.	Internally	DISPOSITION

DATE OF INTERVIEW 18 Apr 72

DIVISION Training
BRANCH
SECTION

YUNCTIONAL AREA(S) Reserve Components/Training

		5. Student Enrollment LAA Form <28-R	toe Report 1AA Form 585	Inited States Army Reserve Is Estimated Freining Lit- are Requirements USCONARC Form 919-R	2. USAR School Student Enrollmen JSCONARC Form 920-R		chools	Title Mame of Report	EAHE OF INDIVIDUAL CONTACTED
		None	AHARF-I	None	2369R4)		DC3OT (None)	RCS	1
		×	×	×	M		×	(c)	LTC Marcier
								10	13
		USAR Schools	USAR Schools	USAR Schools	USAR Schools		ID SARC'8	(d) Origination	
			Lipo-8	Annex AL, OOH Reg 350-1	Annex AL CON Reg 350-1		00N Suppl 1 to AR 351-7	(e) Authority	
		Tes	YES	NO	8		NES	CONDSA (£)	hej
		IIO	NO	YES	YES		NO	(8)	PROTE # 71113
		SEX	SET	10	No		NO	(h) Chauge	3
AND THE RESERVE AND THE PROPERTY OF THE PERSON OF THE PERS	CONUSA CG.	The form, its use, and frequenc	The form, its use, and frequenc of reporting is under control convusa cq.	This is four separate reports, BOBC-BOAC IDE and AE, COSC IDE, and AE.	and proper format.	to DCSOT (Schools) and placed c First US Army Active/Reserve school input report and sub- mitted to Hq CONARC (ATT-TI). Report is forwarded to DCSOT annually on/or about 15 Jan.	LAA Form 547 is distributed to the MUSARC's - These 16 reports	(1) Explanation	

		Used to staff Schools	is in order idjust school	tor Con-	None	None	School Quot	Use	. (g)
		f No		NO	, 10	YES	YES	Fud	3
		NO		NO	YES	NO	SEX	Input	Ξ
		YES		YES		NO	iio	Input Retained	(B)
		NO		NO	Service Schools	CONARC	DCSOT	Fwd to	(n)
		**	-		•			Rpts to Inst	(0)
		FUSA		FUSA	CONARC .	CONARC	HUSARC's	Initiated by	<u> </u>
	. , .	. 7	-	7	7	7	٦.	Rqmt	
		w	•	w	سد	w	7	Auth	(p)
		w	•	• w		w	ъ.	Actual	
6	27				Consolidated at FUSA before forwarding		No Comment	Remarks	(9)

(r) CONARC Disp	(r) CONARC Disposition				
Disp	Dispositi		CONARC	r r	
	ositi		Disp	٠	

USE

To advise this headquarters and interested agencies of yearly activations and organizational data pertaining to the various USAR Schools within CONUS and oversea commands and the establishment of departments and satellites; and to provide data on student enrollment at USAR Schools. Information is used to evaluate, improve, and monitor the USAR School program effectiveness as pertains to staff, faculty, and student strengths; and to assist DA in preparing budget estimates.

528

NAME OF STAFF SECTION/OFFICE DOSAF DIVISION Training BRANCH Individual Training SECTION

DATE OF INTERVIEW 18 Apr 72

HAME OF INDIVIDUAL CONTACTED LTC Mercler

YUNCTIONAL AREA(S) Reserve Component/Training

PRONE 71413

1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Rosters of Instructor Personnel for IDT Phases of BO.C	9. Staffing Guide, AHARF Form 18.	8. Association of the United States Army USAR School Award	7. Nominations for Attendance : Instructor Training Conference	6. Rosters of CGSC Students slightle for Phase X	(a) Title Alame of Report
	None	None	None	t None	None	RCS
The first of April 1990	*	*	×	×	×	13
						0)
	FUSA	USAR Schools	IIBAR Schools	USAR Schools	USAR Schools	(d) Origination
	Anx AL, 001 Reg 350-1	Annual Directive let-	AR 140-126	00N Car 140-2	00N CHr 350-2	(e) Authority
	80	YES	No.	NO.	¥	(£)
	TES	No	No	YES	YES	CONARC;
	NO	YES	ON	ON	NO	(h) Change
	Letter form, made up at FUSA from information extracted from Form 18, Staffing Guide.	The form, its use, and freque of reporting is under control of CONUSA CI.	62	29	Separate rosters for USAR,NO AND RCPAC assigned students.	(1) Explanation

· · · · · · · · · · · · · · · · · · ·	Rosters at FUSA ssign ructors to	None	Selection of Atten- against a ided FUSA	A a g g	Used to rol staffin aput to	Use	0	· www
	Yes	Yes	Үөв	RCYAG % NG rosters	No (Phase)	Pwd	3	CONTRACT (COILL)
	No	No	No.	No	¥ 0	Disposition Input Re	3	y (cont)
	Yes see j	No	Yes to secure orders	WAR Roster retained	Yes	Retained	(H)	
	Service Schools	OCAR, DA	casc after selec- tion is made	RCPAC NGB	N	Fwd to	(n)	
						Rpts to Inst	(0)	
	FUSA	USAR Schools	USAR Schools	USAR Schools	FUSA	Initiated by	٥	
	7	7	7	7	7	Rqmt		
	w	w	w	w	w	Personne	( <del>Q</del> )	
	w	w	W	w	w <sup>,</sup>	Actual		
•			630			Remarks	(4)	

## CONUSA ANALYSIS AVIATION

- CONUSA Findings. This section is a summarization of the current role of First US Army (FUSA) in aviation management.
- a. FUSA is responsible for the supervision and coordination of all aviation operational, training and safety matters within the command. Most of the functions performed by FUSA apply equally to the Active Army and to the USAR. Training and inspection functions also apply to the ARNG. At this time, approximately 60% of the FUSA aviation workload is devoted to Reserve Component activities. As the Reserve Component aviation program expands and as Active Army strength declines, it is anticipated that this percentage will continue to increase. This expectation is borne out by projected aviation density figures which indicate that 79% of the Army Aviation in FUSA will be in the Reserve Components (14% in the USAR and 65% in the ARNG).
- b. The primary aviation management function of FUSA is to supervise aviation operations of subordinate elements. The extent of the exercise of this function is highly dependent upon the self-sufficiency of particular aviation elements. For example, the large aviation contingent at Fort Knox needs little supervision or assistance, whereas a remotely located USAR aviation section may require much assistance.
- (1) Within this function is responsibility for the assignment of missions to appropriate Active Army, ARNG or USAR flight elements, regardless of the source of the request.
- (2) Also within this function is the responsibility for operational control of the FUSA Flight Detachment. The primary mission of the FUSA Detachment is to provide Army aviation support to the Commanding General, FUSA, his Deputies and Staff. Additionally, the Flight Detachment supports FUSA Ordnance Detachments (EOD), and US Army First Recruiting District; and provides proficiency aircraft support to Army aviators in staff and command positions with military units and colleges in the FUSA area. As required, the detachment provides aircraft and personnel to support Reserve and ROTC activities at Camp Drum, New York; Indiantown Gap Military Reservation, Pennsylvania; Camp A. P. Hill and Camp Pickett, Virginia; and conducts multi-engine transition training for aviators assigned in the FUSA area.
- (3) Although an important function of FUSA is the conduct of training and safety inspections, relatively little time is devoted to this activity, because of personnel shortages. Increased emphasis on these staff liaison visits is required, especially for newly activated CONUS aviation elements.
- c. CONARC normally does not amplify DA aviation requirements except on training matters. Therefore, the CONUSA is satisfying HQ/DA requirements.
- (1) For training requirements, HQ CONARC develops highly detailed guidance for all aviation elements assigned. Responsibility for supervision of these training requirements is delegated to the CONUSA's.

- (2) FUSA is the appointing authority for Flight Standardization and instrument Examiner Boards, and for instructor pilots. There is an action now underway at HQ/DA which would consolidate these functions at the Aviation Center, Fort Rucker, Alabama for all elements of the Army. Prior to approval of this action, however, the function must continue to be performed by other elements in order to satisfy HQ/DA requirements for flight standardization and for instrument flight examinations.
- (3) There are also five standing aircraft accident investigation boards appointed by HQ FUSA at installations within FUSA. Each is on call for dispatch to an accident scene anywhere in the FUSA area. Regional accident investigation boards are necessary to satisfy HQ/DA requirements regardless of the Army command structure.
- d. The following activities are performed by FUSA to satisfy DA requirements on a geographical basis:
- (1) Take immediate action on the recommendations of flight evaluation boards.
- (2) Approve or disapprove flight status requests and publish flight status orders for USAR aviators and crewman and for active Army crewman.
  - (3) Grant waivers of flight proficiency requirements.
  - (4) Manage the USAR civilian aircraft rental program.

## 2. Validation of Installation Survey Conclusions.

- a. Although this subject did not have a separate topic heading in the installation survey, it can be concluded from other analyses that aviation management should be similar to those functions, such as logistics, which would not vary at the installation level, regardless of the type organization concept under consideration. Of necessity, there would be a requirement for aviation management capability at each headquarters which has aviation elements assigned.
- b. N/A. The procedures proposed in the installation survey do not require re-evaluation as a result of the CONUSA survey.

## 3. Function/Report Evaluation.

- a. There are a total of 11 spaces authorized by TDA at FUSA for the performance of the aviation management functions identified in paragraph 1. All of these spaces are currently filled. A list of reports associated with these functions is at inclosure 1.
- b. Listed below are the personnel spaces, and functions which should be assigned to appropriate command echelons:

## (1) Area Command

- (a) The 11 spaces currently authorized the CONUSA HQ staff aviation element and the 60 spaces authorized for the flight detachment should be retained at the Area Command.
- (b) Functions to be performed at Area Command for supervision of the ROTC and Reserve Components aviation program's are at inclosure 2.

- (c) All reports (inclosure 1) required by the CONUSA will continue to be required by the Area Command.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
  - (4) Both Force Command and D&T Command:
  - (a) Functions to be performed are listed at inclosure 3.
- (b) All of the reports now required at the CONUSA will be required at Force and D&T Commands (inclosure 1).
- (c) There are no spaces available for transfer to these commands.
  - (5) Installation Not applicable.
  - (6) DA and Other Not applicable.
  - (7) Eliminate Not applicable.

### 4. Conclusions.

- a. The scope of the functions performed is the most important determanent in identifying personnel requirements of the Area Command aviation element. Continuation of most FUSA functions at the Area Command subsequent to reorganization indicates that personnel requirements will remain approximately the same. In determining staffing requirements some weight can also be given to the number of aircraft and aviation personnel supervised by the CONUSA. Because of the expansion of the aviation program in the ARNG and USAR, the total number of TOE/TDA aircraft and aviator positions within the Area Command will be slightly greater than the number of aircraft and aviators in FUSA prior to reorganization. FUSA, as of 1 May 1972 had 1637 TOE/TDA aviators and 832 aircraft assigned (Active Army and Reserve Components); the Area Command is projected to have 1638 aviators and 847 aircraft assigned (Reserve Components only) by June 1973. These figures serve to confirm a requirement for the same staffing level in the Area Command as presently exists in the FUSA.
- b. Because of the high degree of interplay between aviation elements throughout a command, the potential for serious and costly incidents, and because of the complexity of training and equipment, aviation has traditionally been closely supervised at each level of command. Each commander in the reorganization will, therefore, have a requirement for the resource necessary to continue this supervision.
- c. The Area Commander will have a continuing requirement for command, staff and special mission air transportation as currently provided by the FUSA flight detachment.

## 5. Recommendations.

- a. Transfer selected FUSA aviation management functions and the 11 currently authorized spaces to the Area Command.
  - b. Transfer the FUSA Flight Detachment to the Area Command.
- c. Assign Functions to Force Command and D&T Command similar to those now performed by FUSA.

NAME OF STAFF SECTION/OFFICE DISOT BRANCH SECTION DUSOT

FUNCTIONAL AREA (S)\_

DATE OF INTERVIEW 18 in 72

HAME OF INDIVIDUAL CONTACTED OUL D. Prescott

PHONE # 291.3

and the same of th									
(a) Title/Name of Report	(b) RCS	IB (c	i as	(d) Origination	(e) Authority	(f) CONUSA	(g.) CONARC	(h) Change	(1) Explanation
1. JASUP	JGS 1012	×		Staff Aviation	lA ltr issued ea y	Ö	МО	.10	1A agreement, CG, 1A cannots auth change
2. Restricted Area Utilization Report	FAA-1006	×		Using Agency	AR 95-50	10	0	NO	Rederal Aviation Npt - 00, 1A, does not have auth to change
3. Technical Rpt of US Army Aircraft Accident	0350R-5 (R2)	×		Avm Units/ Activities	1385-40	Ю	ð	110	This is a DA world-wide rpt and CJ, CONUSA does not have auth to change
4. Indirect Support Aircraft Utilization	CSFOR-11/	×		Avm Units/ Activities	Ar 95-40	150	NO	ij	A DA unique rpt - DA has auth to change
	C3CPA-1159	×		Avm Units/ Activities	AR 385-40	NO	МО	No	A DA unique rpt - DA has auth to change
6. Status of Army Aviation Units/Activities	ATOP3-84 (R2)	×		Avm Units/ Activities	CON Reg 95-2	Ħ	TES.	NO	A COMARC unique rpt - CG, COMU. does not have auth to change
7. Aircraft Programming and Stillisation Alying Cour lipt	ATOPS-113	· ×		Avm Units/ Activities	0011 Reg 95-3	16	ISS	.10	A COHARG unique rpt - CG, COHA has eath to change
8. hyte System for Commis- sioned Mir Marigation Pac.	75/1-5 anav	 ×		Minifield Opns	1r 95-9, 0011 1s:322192221:pr/0	0 10	110	ซี	Input for a DOD rpt - 05, 00%.
				V-T-8					INCL 1

	monitor tional ment	Budgeting & ograming	Utilized for iefings & sta- stical data	Prelim acci- at info	Management	f Arcft	Justify air- ace requirements YES	Update alld quirements	Use	(c)
	NO	IES	EST	OF	YES	TES	S YES	133	Fwd	3
	NO	NO	ON	NO	NO	Yes	<del></del>	YES	Disposition Input Ret	3
	NO	NO	8	<del>1</del> 6	WO	NO	NO	ŏ	Retained	(m)
	מסס	CONARC	00NARC	20NARO	OONARS/	JSAAAVS FtRucker, ALA	FAA	80	Fwd to	(n)
									Rpts to Inst	(0)
									Initiated by	9)
*	N	2	2	N	20	Ν.	2	2	Rqmt	
	٧	2	2	2	N	2	2	2	Personne l	( <del>p</del> )
	2	2	20	2	2	20	N	20	Actual	
									Remarks	(9)

## (r) CONARC Disposition

- . Consolidated and provided to HQ DA.
- Review and add information regarding requirements which are not known by the CONUSAs; forward to DA.
- Review and add CONARC comments prior to forwarding to US Army Army Agency for Aviation Safety.
- 4. Consolidate reports submitted by CONUSAs and forwarded to HQ DA.
- 5. CONARC receives information copy only.
- Aviation unit statistics provided by CONUSAs are published monthly in a single report. This report is distributed monthly to all interested agencies by HQ CONARC. (Publication has been temporarily suspended because of HQ CONARC workload.)
- Flight hour statistics are tabulated by unit installation and CONUSA for use by CONARC in developing fund requirements by quarter.
- CONARC compiles input from CONUSAs and submits to HQ DA.

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DOSOT BRANCH SECTION

DATE OF INTERVIEW 18 AUT 72

FUNCTIONAL AREA(S) Aviation

NAME OF INDIVIDUAL CONTACTED OOL D. Prescott PHONE #

Title/Name of Report RGS m. d. Origination Authority CONUSA CONUS	HAME OF INDIVIDUAL CONTACTED		COL D. Prescott	escott			P	PHONE # 2	2913	
tion None X Avn Units/ Apr 71 YES NO YES  None X Avn Units/ Avn Units/ None X Avn Units/ Activities NOS3 CONAEC NO YES NO Activities None X Avn Units/ Activities To AR 95-5 NO YES NO ACTIVITIES TO AR 95-5 NO YES NO ACTIVITIES NO ACTIVITIES NO ACTIVITIES NO AR 95-5 NO YES NO	(a) Title/Name of Report	(b)		1	(d) Origination	(e) Authority	(f) CONUSA	(g) CONARC	(h) Change	(1) Explanation
Hion None X Avn Units/ None X Avn Units/ Avn Units/ Avn Units/ Activities No Avn Units/ Avn Units/ Activities No Avn Units/ Avn Unit	erational	HABC-100	×			14 msg 161740 Apr 71		NO	YES	1A unique rpt - 03, CONUSA has auth to change
None X Avn Units/ VOOG CONARC NO YES NO Activities APOPS-AVN  None X Avn Units/ CON Suppl 1 No YES NO ACTIVITIES to AR 95-5 No YES NO	10. Army Aviation Qualification Record	None	×		Avn Units/ Activities	1A Reg 95-2	YES	NO	YES	CONUSA
None X Avn Units/ OON Suppl 1 Activities to AR 95-5 No YES NO	ll. Aviation Safety Quarterly Report	None	×		Avn Units/ Activities	VOCG CONARC ATOPS-AVN	NO	YES	NO	This is a CONARC requirement CG, CONARC has auth to chang
	12. Annual Aircraft Accident Prevention Survey	None	×		Avn Units/ Activities	CON Suppl 1 to AR 95-5	No	YES	NO	This is a CONARC requirement CG, CONARC has auth to chang
					P-I-A					

CONUSA Survey (cont)

0	12. Correction of unsafe conditions	incidents, fatalities, cost	10. Monitoring aviators' alifications	). Used in unicing CO, LA	Use	(0)
	YIS	YES.	NO	NA	Fwd	(k)
	NO	NO	YES	<b>30</b>	Disposition Input Ret	(1)
	NO	ON	YES	TE:	Retained	(m)
	CONARC ATOPS-	CONARC ATOPS- AVN	CONUSA retained	condition retained	Fwd to	(n)
					Rpts to Inst	(0)
					Initiated by	
	w	2	2	2	Rqmt	
	w	N	2	٨	Auth	(p)
	ω	Ν	N	2	Actual	
					Remarks	(6)
	638					

### (r) CONARC Disposition

- 9. Not submitted to CONARC.
- 10. Not submitted to CONARC.
- Information from CONUSA's is tabulated and used in CONARC program quarterly review and analysis
- Individual surveys submitted by CONUSA's are used as management tools in evaluating CONUSA performance. Surveys are also used to direct and correct unsafe conditions.

### AREA COMMAND FUNCTIONS

- 1. Supervise ARNG, USAR and ROTC aviation operations and training.
- 2. Coordinate the assignment of ARNG and USAR units to the Mutual Support Program.
- 3. Conduct safety and training inspections of ARNG and USAR units and activities, and initiate corrective actions.
- 4. Recommend ARNG and USAR personnel for flight standardization board duty, instrument examiner board duty and instructor pilot duty.
- 5. Recommend USAR personnel for participation on aviation accident investigation boards.
- 6. Manage the USAR flying hour program.
- 7. Administer the USAR civilian aircraft rental program.
- 8. Publish geographically oriented flight directions.
- 9. Take action on USAR flight evaluation boards' recommendations.
- 10. Publish flight status orders for USAR aviators and crewmen.
- 11. Grant waivers of flight proficiency requirements for USAR personnel.
- $12.\ \ \mbox{Supervise}$  the activities of the Area Command Flight Detachment.

Inclosure 2

### FORCE COMMAND AND D&T COMMAND FUNCTIONS

- 1. Supervise operations and training of assigned aviation elements.
- 2. Assign Active and Reserve Component units to the Mutual Support Program (Force Command only).
- Conduct safety and training inspections of assigned aviation elements and initiate corrective actions.
- 4. Appoint flight standardization boards, instrument examiner boards and instructor pilots.
- 5. Appoint aviation accident inventigation boards.
- 6. Publish flight directives.
- 7. Take action on flight evaluation board recommendations.
- 8. Publish flight status orders for active Army crew members.
- 9. Grant waivers of flight proficiency requirements.

Inclosure 3

CONUSA ANALYSIS
NUCLEAR, BIOLOGICAL AND CHEMICAL DIVISION-DCSOT

- 1. CONUSA Findings. The CONUSA has an area responsibility for all facets of Nuclear, Biological and Chemical Training and Employment. Specifically, NBC Division, DCSOT oversees the activities of the NBC Surety Board, The Nuclear/Incident Control Board and employs as required the Escort/Guard for NBC (Training Device) Movements to include selected classified components. The NBC Division has command and control of the FUSA Explosive Ordnance Disposal (EOD) Control Center, which further has operational control over 18 Field EOD Detachments. Three of these Detachments are in direct support of the President of the United States. CONARC has directed that each CONUSA establish Chemical, Biological and Radiological schools.
- a. The CONUSA role with regard to DA, CONARC and the installation is operational in nature. The CONUSA plans, implements and supervises the NBC program within the Army area.
- b. The CONUSA requires that selected installations maintain Nuclear Accident/Incident emergency forces (see Inclosure 3) and conduct quarterly tests of established emergency plans. Additionally, ten installations are each required (Inclosure 4) to organize, equip and train a Chemical, Biological, Radiological Team. The CONUSA provides Army Area CBR schools at six installations.
- c. The CONUSA establishes and operates the Army Area CBR schools for CONARC.
  - d. The CONUSA receives no direct requirements from DA.
- 2. Validation of Installation Survey Conclusions.
  - a. An Installation Survey was not conducted for NBC functions.
  - b. N/A

### 3. Function/Report Evaluation.

- a. As the Function is performed at CONUSA there is a current personnel authorization for 14 spaces (FUSA TDA 20 June 1971). The functions as outlined at Inclosure 1 will be transferred to Force Command. There will be 9 spaces transferred to Force Command to perform these functions. The functions as outlined at Inclosure 2 will remain at Area Command. There will be 5 spaces remaining at Area Command to perform these functions. The spaces are a part of FUSA TDA. There are no reports associated with this functional area.
- b. Analysis of assigned functions reveals that functions and spaces should be transferred as follows:

- (1) Area Command Five spaces will be required to perform functions remaining at Area Command. They will be used to supervise, train and evaluate the Reserve Components. Area Command will supervise the training and employment of EOD, NAIP and Emergency Teams.
- (2) Force Command NBC operations will be the primary responsibility of the Force Command. Coordination with D&T Command will be accomplished through Letters of Agreement, to satisfy D&T Command, responsibility for NBC units located on its installation. Nine spaces will be necessary to perform these functions.
  - (3) D&T Command Not Applicable.
  - (4) Both Force Command and D&T Command Not Applicable.
  - (5) Installation Not Applicable.
  - (6) DA and Other Not Applicable.
  - (7) Eliminate Not Applicable.

### 4. Conclusion.

- a. That Force Command receive the functions listed at Inclosure 1 and that nine spaces be transferred to Force Command. Most of the NBC employment capability will be with deployable forces under this command.
- b. A requirement remains to provide NBC support for the Reserve Components. This function (Inclosure 2) will be unchanged as performed by the Area Command. Five spaces will be required to manage these functions.

### 5. Recommendations.

- a. Transfer the functions listed at Inclosure 1. This will involve nine spaces.
- b. That the functions listed at Inclosure 2 remain at the Area Command to support the Reserve Components. This will involve five spaces.

### FORCE COMMAND - NBC BRANCH

FUNCTION	PERSONNEL SPACES
1. Advises CG and DCSOT on Nuclear Safety, Security, Operation and Training	.30
Advise subordinate units and installation commanders	
2. Monitor training literature info and disseminate $\ensuremath{\text{Nuclear}}$ training materiel	.20
a. Review ARs and Technical Publications	
b. Disseminate DOD NBC Safety Roles	
3. Nuclear Accident/Incident Control Plan	1.00
a. Coordinates with AMC and ARADCOM	
b. Monitor Quarterly Exercises for five sub areas (Area Command)	
4. Interagency Radiological Protection Plan (IRAP) Coordinate with other Military Services, AEC and OCD as required	.10
5. Monitors Technical Proficiency Inspection (TPI)/ Technical Standardization Inspection (TSI)	.50
a. Conducts liaison with DNA, DA	
b. Receives inspection schedules from higher HQ	
c. Publishes consolidated inspection schedules	
5. Prefix 5 Refresher Training	.10
a. Monitors higher HQ directives	
b. Surveys Installation for needed requirements	
c. Consolidates and publishes the course schedu	les
d. Assists installations with instructional guid	lance
7. Monitors classified material shipments	.20
a. Conducts liaison with shipper (AMC)	
b. Receives notice of shipments	
c. Alerts area EOD Detachments	
d. Responds to alerts for assistance	
e. Employs emergency forces as required	

	a.	Visits units	
	ъ.	Observes training	
	c.	Provides technical assistance	
9.	СВ	Surety	2.0
	a.	Supervises CB Surety Program	
	b.	Advises CML Surety Off	
Воа	c. rd	Provides member to the 1A Nuclear Bio Cm1 Surety	
(IC	d. BAIC	Responsible for Cml-Bio Accident Incident Control )	
	e.	Conducts CBAIC planning	
СВА	f. IC E	Organizes, equips and trains and evaluates mergency Teams	
	g.	Requests required CBAIC assistance	
	h.	Conducts one full scale CBAIC exercise per year	
	i.	Monitors five full scale CBAIC exercises per year	
	j.	Submits required reports	
	k.	Determines priority of CBAIC actions	
	1.	Monitors CB shipments	
	m.	Provides member to the 1A NBCAIC Off Staff	
10.	CB	R Operation	1.0
Are	a. a Co	Supervises and inspects CBR training of mmand units	
	ъ.	Supervises NBC warning and reporting system	
	c.	Conduct CBR Defense planning	
	d.	Reviews Regulations	
11.	CE	SR Tng	2.00
	a.	Monitors CBR Team Tng	
	ь.	Monitor CBRE Tng	
	c.	Monitors CBAIC Emergency Force Tng	

8. Technical Assistance and Staff Supervision to Active Army Units

.60

- d. Establish On-scene Commander Tng requirements
- e. Monitors CBAIC Off Tng
- f. Provides staff supervision and operational control of Army Area CBR Schools
  - g. Provides tech assistance to Army Area CBR Schools
  - h. Compiles and publishes CBR School schedules
  - i. Maintains CBR school statistics
- j. Establishes, processes and distributes CBR Tng  $\mbox{\it Guidance}$ 
  - k. Conducts review of tng publications
- Monitors and writes CBR portions of field exercises and CPX's as required
  - m. Provides tng assistance to Active Army
- 12. Radiological Protection

1.0

- a. Supervises the Army Area Radioactive Material Control Point
- b. Establish and supervise the 1A Radiological Protection Program
  - c. Monitors radiation protection standards
  - d. Provides a Radiological Control Officer
- e. Inspects each Class I installation radiation protection program
- $\ensuremath{\mathtt{f}}$  . Monitors each Class II installation radiation protection program
- g. Processes requests for special radiation source authorizations  $% \begin{array}{ll} & & & \\ & & \\ & & \\ & & \\ & & \\ \end{array}$ 
  - h. Submit required reports
- Reviews and concurs in qualifications of each local radiological protection off within the geographical area of First Army
- j. Supervises requisitioning transfer and disposal of radioactive material
  - k. Maintains inventory of radiation items
- Supervises licensing and control of non-supply radiation sources

- m. Develops CBR portions of briefings
- n. Develops and maintains NBC history
- o. Develops, reviews and analysis reports and briefing

### AREA COMMAND

	FUNC	CTION	PERSONNE
l. Inst		itors quarterly NBC exercises for Area	.50
2. Inc:		pares and conducts annual area Nuclear Accident t Control (NAIC) Team Exercises	.25
3.	Prep	pares Nuclear Plans and Exercises	.15
	a.	Prepares scenerios	
	ъ.	Conducts or observes scheduled exercises	
4. and		tors Technical Proficiency Inspections (TPI)	.90
	a.	Receives inspection schedule from higher HQ	
	b.	Publishes consolidated inspection schedule (Area)	
	c.	Observes all inspections	
to e	evalu	ducts Command Technical Inspections (CTI) uate nuclear readiness status of Reserve nt units	1.00
	a.	Publishes schedule and conducts inspection	
	b.	Publish appropriate supplementation regulations	
6.	Mon	itor classified shipments	.15
	a.	Receives notices of shipment	
	b.	Coordinates actions of EOD units	
	c.	Responds to alerts for assistance	
	d.	Supervises employment of emergency forces	
7.	Ass	igns mission to Escort Guard	.10
	a.	Receives Escort Guard requirements	
res		Directs installation with geographical bility	
	c.	Monitors installation training	
8. Rese		nnical Assistance and Staff Supervision of Component Training	.20
	a.	Monitors implementation of higher HQ directives	
	ь.	Conducts visits to emplacement and delivery units	
	c.	Observes training	
	d.	Provides technical and instructor assistance	
	e.	Publishes supplement as required	

9.	Expl	osive Ordnance Disposal Officer	
<b>a</b> 11		Exercises General Staff supervision of matters	.2
	ь.	Monitors EOD control center(s)	.50
EOD	c. miss	Prepares plans and programs to insure area	. 13
Area	-	Initiates action to maintain readiness of units	. 12
10.	СВЕ	Operations	.2
CBR	a. tean	Organ: 3, equips and inspects installation as	
(sul		Organizes, equips and inapects installation ea) CBR elements (CBRC)	
warı		Establishes, supervises and operates the NBC and reporting systems	
con		Insures continuity of operation in accordance with ity of Opns Plans	
	e.	Conducts CBR Defense Planning	
(re		Reviews CBR portion of operation publications plans, etc)	
req		Assista DCSRF in developing operational ments applicable to Reserve Component Cml Units	
11.	СВ	R Training	.5
as :		Provides assistance to Reserve Component units ested	
		Assists DCSFR in developing, training, policy was applicable to Reserve Component units and ies	

### NUCLEAR ACCIDENT/INCIDENT CONTROL (NAIC)

- 1. First US Army has responsibility for minimizing the hazardous effects of a nuclear accident or incident.
- 2. The First US Army area (less MDW\*) is organized into five subarea commands for NAIC. The five subareas are required to conduct a quarterly test of established plans. The five subareas are--

SUBAREA	COMMANDERS	GEOGRAPHICAL AREA
Northern	CG, Ft Devens	Connecticut, Maine, Massachusetts, New Hampshire, Vermont, Rhode Island
Central	CG, Ft Dix	New Jersey, New York Pennsylvania
Western	CG, Ft Knox	Kentucky (less Trigg, Todd, Christian and Logan Counties) Ohio, West Virginia
Eastern	CO, Ft Meade	Delaware, Maryland (less MDW*)
Southern	CG, Ft Lee	Virginia (less MDW*)

(\*MDW consists of the following counties: Maryland - Prince Georges and Montgomery and Virginia - Fairfax and Arlington)

- 3. The subarea commanders are required to have NAIC emergency forces consisting of the nuclear accident/incident control officer (NAICO), an on-scene commander (a general officer), a CBR Alpha Team, emergency medical units, military police team, public information officer, legal assistance officer, engineer representative, a communications team, intelligence representative and chaplain. In event a general officer is not immediately available to serve as the On-Scene Commander, assistance will be requested of Headquarters, First US Army.
- 4. Each subarea commander is required to conduct a test exercise quarterly, including one joint Army/ARADCOM/(NAIC) exercise and one chemical, biological (CBAIC) exercise per year. As required by CON Supplement 1 to AR 50-21, The CBAIC exercise is conducted in the second quarter of each calendar year.

Inclosure 3

### CHEMICAL, BIOLOGICAL, RADIOLOGICAL TEAM

- The Chemical, Biological, Radiological (CBR) Team is organized to provide the commander with the following capabilities:
  - a. Observe and report nuclear burst data.
- b. Operate and maintain chemical and biological detection devices, radiac meters, and chargers.
- c. Conduct chemical and radiological area surveys and monitor, mark and report chemical and radiological contamination.
- d. Monitor personnel, equipment, and materiel for chemical and radiological contamination.
- e. Perform limited CBR decontamination on equipment and terrain.
- 2. Within the First US Army Area, the following ten installations have been assigned the responsibility of organizing, equipping and training installation CBR teams. Except as noted, all teams have aerial and alpha survey capability.
  - a. Fort Dix, New Jersey
  - b. Fort Devens, Massachusetts
  - c. Fort Knox, Kentucky
  - d. Fort Meade, Maryland
  - e. Fort Lee, Virginia
  - f. Fort Hamilton, New York\*
  - g. Indiantown Gap Military Reservation, Pennsylvania\*
  - h. Camp Drum, New York\*
  - i. Fort Belvoir, Virginia\*\*
  - j. Fort Eustis, Virginia

(\*Does not have aerial survey survey capability. \*\*Does not have alpha survey capability.)

Inclosure 4

### OFFICE OF THE NATIONAL MATCH DIRECTOR, DCSOT

- 1. <u>CONUSA Findings</u>. The Office of the National Match Director, DCSOT provides the coordination of logistical support for the National Rifle and Pistol Matches at Camp Perry, Ohio.
- a. FUSA as an intermediate command receives guidance from DA and CONARC through appropriate regulations. The National Match Director coordinates the support requirements for the National Matches.
- b. There are no functions required of any installation other than  $\operatorname{\mathsf{Camp}}\nolimits\,\operatorname{\mathsf{Perry}}\nolimits$  ,  $\operatorname{\mathsf{Ohio}}\nolimits$  .
- c. The logistical support is planned and supervised for DA and CONARC by  ${\tt FUSA}\,.$
- d. The Department of the Army is DOD executive agent for logistical support of the National Matches. Responsibility for this function has been delegated by DA through CONARC to FUSA.
- 2. <u>Validation of Installation Survey Conclusions</u>. There is no installation counterpart to the FUSA National Match Director, therefore, this subject was not studied at installation level.

### 3. Function/Report Evaluation.

a. Three spaces are authorized, with one space being utilized to support this function. Two spaces have been unfilled since 1968. The plan for the support which is forwarded through CONARC to DA is the only report requirement:

RCS NAME OFFICE

None

National Match Support Plan for 72 National Matches

DCSOT

- b. Analysis of the function performed by the Office of the National Match Director, DCSOT reveals that the functions, spaces and report should be transferred as follows:
- (1) Area Command The National Match Director is unique to FUSA because of the geographic location of Camp Perry, Ohio. The function should be performed by Area Command. One space should be transferred from FUSA along with the report requirement (paragraph 3a).
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
  - (4) Both Force Command and D&T Command Not applicable.
  - (5) Installation Not applicable.
  - (6) DA and other Not applicable.
- (7) Eliminate Two spaces should be eliminated because of low utilization and position occupancy.

- 4. <u>Conclusions</u>. That the National Match Director position is unique to FUSA because of geographical location of Camp Perry, Ohio. The planning requirement to date does not fully utilize the one individual assigned to the position.
- 5. <u>Recommendation</u>. That the National Match Director space and functions be transferred to the Area Command in which the Camp Perry, Ohio reservation lies.

# CONUSA ANALYSIS TRAINING SUPPORT BRANCH 1. CONUSA Findings. The Training Support Branch, Training Division, Office of the Deputy Chief of Staff for Operations and Training, provides staff supervision over the training facilities available in the First US Army (FUSA) area. The Branch Chief is a member of the FUSA Installation Planning Board. It is through this board that DCSOT recommends priorities and/or approval of military construction and maintenance and repair projects in which DCSOT has an interest. The branch also directs and controls, through the Training Aid Management Office, the FUSA Training Aid Center System. (This function and the personnel associated with it is discussed under the heading "Training Aids Centers.")

- a. FUSA, as an intermediate headquarters receives guidance by regulation from DA and CONARC for the training support.
- b. FUSA requires the installation to submit on an annual basis an update of all facilities. The input is compiled and becomes a part of the FUSA Installation Guide.
- c. The information contained in FUSA Installation Guide is forwarded to CONARC and becomes a part of the annual update of training and support facilities at installations within CONUS.
  - d. The FUSA does not perform any function for DA directly.
- 2. Validation of Installation Survey Conclusions. The training support function was not studied at the installation. There is no reason to believe that there will be an increased impact upon the installation regardless which organizational concept is adopted.

### 3. Function/Report Evaluation.

- a. Three spaces are required to support this function. There are no recurring reports associated with this function.
- b. Analysis of the function performed by the Training Support Branch reveals that the functions and spaces should be transferred as follows:
  - (1) Area Command Not applicable.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command: The facilities Support Branch will be of equal interest to the Force Command and D&T Command. The requirement to monitor training facilities so that maintenance and repairs can be forecast and utilization will be of interest to both Force Command and D&T Command. The functions and three spaces should be transferred to Force Command and D&T Command.
  - (5) Installation Not applicable.
  - (6) DA and other Not applicable.
  - (7) Eliminate Not applicable.

- 4. Conclusion. That the Training Support Branch is equally important to Force Command and D&T Command. A complete up-to-date survey of facilities available within an area is necessary for programing of units into installation for training and stationing. The three spaces at FUSA for the Training Support Branch are available for distribution to the major commands. The Area Command will have 3 spaces that process minor construction and restoration of Damage and Repair request. The Area Commander will have approval authority for minor construction of \$10,000.00 or less.
- 5. Recommendation. That the Training Support Branch be transferred to Force Command and D&T Command. The three spaces and one report are available for distribution to the major commands.

### CONUSA ANALYSIS TRAINING AIDS CENTERS

### 1. CONUSA Findings.

- a. AR 71-7 establishes the CG CONARC and major oversea commanders as managers of the Training Aid Center System. The AR further directs that each CONUSA organize a Training Aid Management Office (TAMO) within its Army area and establish training aids centers as sub-elements of the TAMO. Each training aids center has authority to approve fabrication of aids with a unit cost of \$500 or less. The CONUSA authority extends to \$1000 and CONARC must approve all items costing over \$1000. If RDTE or PEMA funds are required, the training aid request must follow established hardware procurement channels. At FUSA the Training Support Branch, Training Division, DCSOT is responsible for the TAMO. Three people are authorized to perform this function as set forth by First Army TDA 1AW27 SAA-04.
- b. FUSA requires expenditure reports from the training aids centers (Training Aids Center Report AHABC-44), prepares the budget submission for the centers and distributes allocated funds to the centers. The nine major production centers and forces distribution points are located on thirteen installations (see Inclosure 1). These centers provide both training aids and other production capability to the installation. The installation in return exercises administrative and operational control over the training aids center for FUSA.
- c. The CONUSA operates the training aids center system for CONARC which is the principal trainer, user and user representative for training aid. The Budget of FUSA for FY 1972 programed \$4.2 million for training aids support. The largest user was Active Army and Reserve Component schools who used \$3.2 million. Next was Active Army units and Reserve Component units who used approximately \$420,000 each and lastly the ROTC received approximately \$210,000. All the training aid funds were in Program 8.
- d. What the CONUSA does for DA in this functional area is derivative of what the CONUSA does for CONARC.

### 2. Validation of Installation Survey Conclusions.

- a. Yes. Training Aids Centers were not analyzed during the installation survey.
- b. A recommended procedure is shown at Inclosure 2. The basis for the recommended procedure is to make training aids support an installation function controlled by the major commands and providing support on an area basis. Thus the training aids resources would be closely associated with missions of unit training and individual training. Furthermore, each major command would have adequate facilities available to provide support to schools, ROTC, Reserve Components and Active Army.

3. Function/Report Evaluation. The authorized spaces for training aids centers throughout the FUSA area are provided by a separate First Army TDA (1AW27SAA-04) for that purpose. The three spaces for the TAMO at FUSA should be distributed to both the Doctrine and Training and the Force Commands. The only report associated with this function listed in paragraph 1b is a local FUSA requirement. The two major commands would have a similar reporting requirement to effectively manage the training aids system. Initial evaluation of FUSA appears to align the TAMO function with the D&T Command. Two reasons are given for this; one, the high dollar outlay for support of schools and two, the funding program through which training aids are supported, i.e. Program 8. But looking at the CONUS as a whole, the Force Command will have a need for training aid support that is responsive to its needs. With each command receiving a share of the training aid support an equitable distribution to installations will be realized. FUSA Production and Distribution Points are divided between commands as follows:

> Force Command - Six installations D&T Command - Six installations

4. <u>Conclusions</u>. Training aids support should be made available on an area basis with each major command establishing the training aids centers where they are determined necessary. The three spaces at FUSA for the TAMO are available for redistribution to the major commands.

### 5. Recommendations.

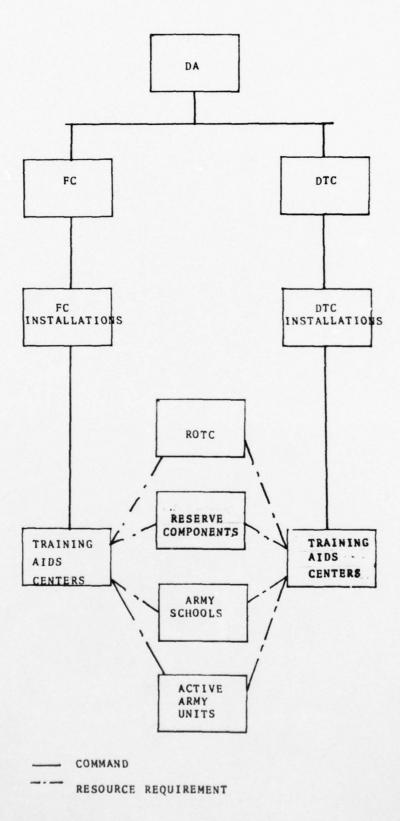
- a. That the training aids management system be administered by each major command within the CONUS.
- b. That the functions and spaces currently assigned to the CONUSAs be redistributed to the Doctrine and Training and Force Commands.

### PRODUCTION CENTERS AND DISTRIBUTION POINT

Production centers (C) and distribution points (D) are located at the following installations:

- a. Aberdeen Proving Ground (C)
- b. Fort Belvoir (C)
- c. Fort Devens (C)
- d. Fort Dix (C)
- e. Camp Drum (D)
- f. Fort Eustis (C)
- g. Camp A P Hill (D) (Summer Tng Spt only)
- h. Indiantown Gap Military Reservation (D)
- i. Fort Knox (C)
- j. Fort Lee (C)
- k. Fort George G. Meade (C)
- 1. Fort Monmouth (C)
- m. Camp Pickett (D) (Summer Tng Spt only)

### TRAINING AIDS CENTERS



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### PROGRAM MANAGEMENT BRANCH - DCSOT

- 1. <u>CONUSA Findings</u>. This Branch acts as a manager for funds utilized by Deputy Chief of Staff for Operation and Training. This includes Program 2 Funds for operating forces, US Army training exercises, rifle and pistol matches, and LOGEX. Program 8 funding for recruit training, specialized training, junior ROTC activities, senior ROTC activities, student TDY specialized training and training aids.
  Lastly, it supervises Budget Program 3300 for senior ROTC.
- a. The Branch does not interact with DA, CONARC or the installation. The role is played internally at CONUSA with the Office of the Comptroller.
- b. The CONUSA does not require any action of the installation, for reasons stated in paragraph la. The function is internal management of DCSOT oriented funds.
  - c. The Branch does nothing directly for CONARC.
  - d. The Branch does nothing for DA directly.
- 2. Validation of Installation Survey Conclusions.
  - a. An installation survey was not conducted for these functions.
  - b. N/A.
- 3. Function/Report Evaluation.
- a. There is an authorization for six spaces to perform this function for the DCSOT. There are no reports associated with this function. The PM Branch monitors, analyzes and prepares input to the Command Operating Budget at the request of the DCSCOMPT. The functions performed are listed at Inclosure 1.
- b. Analysis of functions performed by the Program Management Branch of DCSOT reveals that functions and spaces should be transferred as follows:
- (1) Area Command One Budget Analyst is required to perform Program Management functions for Area Command and associated activities, e.g., ROTC.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command The Program Management function currently performed by FUSA should be transferred to both the Force Command and D&T Command. The remaining five spaces should be transferred from FUSA to each of the commands for this function. There are no reports associated with this function.
  - (5) Installation Not applicable.
  - (6) DA and other Not applicable.
  - (7) Eliminate Not applicable.

### 4. CONCLUSIONS.

- a. That the functions as performed by the Program Management
  Branch shall be transferred to both Force Command and D&T Command. Five
  spaces will be transferred with this function.
- b. That the functions performed for the ROTC be absorbed by a Budget Analyst at Area Command. One space is involved.

### 5. Recommendation.

- a. That the function as performed by the Program Management Branch be removed from CONUSA and be transferred to both Force Command and D&T Command.
- b. That the function performed for ROTC be handled at Area Command by a Program Analyst.

CONUSA SURVEY FORM

Reg 7 Auth 6

NAME OF OFFICE DCSOT

POINT OF CONTACT Mr Britts

TELEPHONE 2638/5929

(a)	9	(0)	(b)	(e)	(£)	(8)
SUB- SUB-	ACTION AT	DECISION POINT	AUTHORIZED PERSONNEL	PERSONNEL	DECISION POINT	REMARKS
1. Advises, assists A and prepares reports on programming budget-	A,B,C	ю	1.0*	1.0**	-	* Total of 4 employees is authorized for performing work in varying degrees of the listed sub-functions during the
ing, review and an- alysis, management			-			course of the year.
and organization						
2. Develops policies A and procedures, pre-	A,B,C	4*	4**	1.0		** These 4 employees perform work in varying degrees of the listed sub-
pares and cooboinates						functions during the course of the year.
the command operating						
program, command op-						
other financial re-						
ports, maintains						
oram documents and						
related correspondence.	•					
	L	March Commence opens				

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FUNCTIONAL AREA Management Office DCSOT

NAME OF OFFICE

POINT OF CONTACT Mr Britts

TELEPHONE 2638/5929

power staffing utilization. Monitors sanagement improve-	5. Coordinates officeA,B,C actions relating to mission, organization and functions, man-	DCSOI on the Program Budget Advisory Work- ing Committee	quarterly review and analysis briefing on the Command Operating	4. Prepares the	maintains funding and performance data	execution of program and budget activities for DCSOT,		SUB- FUNCTIONAL AREA	(a)
	А,В,С	· · · · · · · · · · · · · · · · · · ·		A,B,C			A,B,C	ACTION AT	(6)
				N			2	DECISION POINT	(c)
						-		AUTHORIZED PERSONNEL	(d)
	.10**			1.0**		•	60**	PERSONNEL UTILIZED	(e)
								POINT	(f)
	•	•		•			For * and ** see explanation on page		
							*	1	- (

FUNCTIONAL AREA Management Office

NAME OF CEFFICE DOSOT

POINT OF CONTACT Mr Britts

TELEPHONE 2638/5929

		7. 0	6. S Civi	Revi Agen Acco Audi and tion	0
		7. Office of Record	6. Supervises the Civilian Awards Program within DCSOT	Reviews Army Audit Agency and General Accounting Office Audits and Surveys and reviews inspec- tion reports.	(a) SUB- FUNCTIONAL AREA
			А, В		ACTION AT CONUSA
			2		(c) DECISION POINT
		f			(d) AUTHORIZED PERSONNEL
		.20**	.20**		(e) PERSONNEL UTILIZED
					(f) RECOMMENDED DECISION POINT
•	•		For * and **	•	
			see explanation on page 1		(g)
			on page 1	664	

### CONUSA ANALYSIS OFFICE OF THE COMPTROLLER

- 1. <u>CONUSA Findings</u>. This analysis deals only with the immediate Office of the Comptroller and does not cover the functions of the overall Comptroller organization which are analyzed in other sections. The Comptroller directs and supervises the operation of the Office of the Comptroller and is the principal advisor to the Commanding General on management and financial matters.
- a. The Comptroller supervises functions for which guidance is received from DA and CONARC and for which staff supervision is provided to installations.
- b. The Comptroller (immediate office) does not require information from or perform functions for installations.
- c. The Comptroller represents the CG, FUSA in relationship with the Comptroller, CONARC.
  - d. The Comptroller performs no functions for DA.
- 2. <u>Validation of Installation Survey Conclusions</u>. The survey at FUSA revealed no cause for change in recommended procedures for Types I, II and III organizations.

### 3. Function/Report Evaluation.

- a. Five spaces for this function are currently used at FUSA. There are no reports involved.
- b. Analysis of the immediate Office of the Comptroller functions reveals that function and spaces should be transferred as follows:
- (1) Area Command Two spaces (one military and one civilian clerk-stenographer) are required to staff the immediate Office of the Comptroller, Area Command for supervision and administrative support.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command Three spaces are available for transfer from FUSA to staff Force Command and D&T Command to supervise Comptroller functions at major commands.
  - (5) Installation Not applicable.
  - (6) DA and other Not applicable.
  - (7) Eliminate Not applicable.
- 4. <u>Conclusions</u>. The immediate Office of the Comptroller, Area Command requires one officer for supervisory functions and one clerk-stenographer for administration. The three remaining personnel are available for transfer to major commands.
- 5. Recommendations. Recommend that the following disposition of FUSA Comptroller (immediate office) spaces and functions be made:

- a. Retain one officer and one civilian to staff the immediate Office of the Comptroller,  ${\tt Area}\ {\tt Command}$  .
  - b. Transfer remaining three spaces to D&T Command and Force Command.

CONUSA ANALYSIS
BUDGET DIVISION, DEPUTY CHIEF OF STAFF, COMPTROLLER
FIRST US ARMY

- 1. CONUSA Findings. This section is a summarization of the current role of the CONUSA for the budget function as documented during the on-site survey. The Budget Division, Deputy Chief of Staff Comptroller (DCSCOMPT), performs a management function in the budgetary process. Upon receipt of CONARC guidance this division, based upon recommendations of the Program Directors and known requirements, provides information to the Program and Analysis Division, DCSCOMPT for prepration of the Command Operating Program which is provided to all Class I Installations. Installations prepare and submit Command Operating Budgets, based upon guidance contained in the Command Operating Program. This input is reviewed, analyzed, adjusted and consolidated by the Budget Division; a Command Operating Budget is then prepared for the First US Army. All follow-up submissions (Annual Operating Budget, Financial Management Reports and Budget Execution Reviews) are processed in much the same manner. The Division monitors and maintains cost data by primary budget program and by installation. The division maintains close coordination with the Program Directors of Headquarters First US Army to ensure effective fund utilization and management.
- a. The CONUSA plays a management role for CONARC in the budgetary process. CONARC furnishes program/budget guidance to First Army where it is broken down and provided to assigned installations/activities.
- b. The CONUSA requires the installation to submit a Command Operating Budget, Budget Execution Review and Financial Management Reports. As a result of these submissions, the CONUSA may adjust funds between installations, commit funds from undistributed reserves or request additional funds from Department of the Army for the benefit of an installation.
- c. The CONUSA consolidates budget submissions and related reports submitted by installations/activities into a single submission covering the entire CONUSA.
- d. CONARC plays a management role for Department of the Army in the budgetary process. This headquarters implements DA policy guidance, disseminates program/budget guidance to the CONUSAs, and consolidates budget submissions and reports. They review and analyze budget submissions and reports to ensure compliance with current directives, adjust funds as necessary to meet unforeseen contingencies, and establish priority for funding major hard-core unfinanced requirements.
- 2. Validation of Installation Survey Conclusions. Recommended procedures established in organizational concept I, II and III require no change as a result of the CONUSA survey.
- 3. Function/Report Evaluation.
- a. The Budget Division is authorized 18 civilian and 1 military positions. The military position is for a Budget Officer (Major)

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however, the space has been vacant since September 1970. The space when filled, has been utilized to train military personnel in budget preparation, budget management and fund control at major headquarters level. The Division Chief is a GS-14 and he is authorized a stenographer (GS-5). Other personnel are broken down and reflected by sub-function elsewhere in this report. Reports associated with the Budget function are listed at inclosures to the sub-function analyses.

- b. Personnel required to perform the budgetary function after reorganization are listed by sub-function elsewhere in this report.
- c. The elimination of the CONUSA headquarters and the establishment of an Area Command headquarters will greatly reduce the internal budgetary requirements of the headquarters proper. The present Headquarters Activity Branch, Budget Division, DCSCOMPT, could be eliminated and the Area Command satellited on the installation on which the headquarters is located for budgetary support. The staff elements could submit Activity Budget Schedules to the support installation Comptroller to support budget preparation and submission.
- 4. See sub-function reports for conclusion and recommendations.

### CONUSA ANALYSIS HEADQUARTERS ACTIVITY BRANCH, BUDGET DIVISION, DEPUTY CHIEF OF STAFF COMPTROLLER

1. CONUSA Findings. This section is a summarization of the current role of the CONUSA for the Headquarters Activity Branch, Budget Division, DCSCOMPT, as documented during the on-site survey. The Headquarters Activity Branch budgets for and administers the funding program for Headquarters, First US Army. The Branch develops requirements for operating the army headquarters based on input from Program Directors and prepares a Command Operating Budget based on this input. Follow-up budgetary reports (Annual Operating Budget, Budget Execution Review and Financial Management Reports) are prepared and submitted by the Headquarters Activity Branch in the same manner as assigned installations/activities.

- a. N/A
- b. N/A
- c. N/A
- d. N/A
- 2. Validation of Installation Survey Conclusions. Based on the CONUSA survey there is no reason to change recommended procedures, in the budget function, set forth in organizational Concept I, II, or III.

### 3. Function/Report Evaluation.

- a. The Headquarters Activity Branch, Budget Division, DCSCOMPT is authorized three (3) personnel spaces. These are the three spaces reflected on the Support Table of Distribution for First US Army and are a portion of the 83 total spaces authorized the Deputy Chief of Staff Comptroller. Attached at Inclosure 1 is a list of reports submitted by this branch. These reports would be combined with installation submission if recommended satellization plan is effected.
- b. The elimination of the CONUSA headquarters and the establishment of an Area Command headquarters will reduce the internal budgetary requirements of the headquarters proper. The present Headquarters Activity Branch, Budget Division, DCSCOMPT, should be eliminated during reorganization and the Area Command Headquarters be satellited, for budget support, on the installation in which the headquarters is located. Spaces authorized should be disposed of as follows:

(1)	Area Command	0
(2)	Force Command	0
(3)	D&T Command	0
(4)	Both Force and D&T Command	0
(5)	Installation	0
(6)	DA and other	0
(7)	Eliminate	3

### 4. Conclusions.

- a. The Headquarters Activity Branch will no longer be required after reorganization.
- b. A savings of three personnel spaces will be realized at First US Army. The additional workload placed on the installation for budgeting for Area Command headquarters should be accomplished within present manpower resources.

## CONUSA SURVEY REPORTS COLLECTION FORM

MANE OF INDIVIDUAL CONTACTED Mr. Tomkins

FUNCTIONAL AREA (S)\_ Budget

DATE OF INTERVIEW April 18, 1972

		and the same				
	FUSA	FUSA	FUSA	FUSA	(d) Origination	
				DA	(e) Authority	
	No	F	No	8	(f) CONUSA	
	No	No	No	No	(g) CONARC	
	No	No	No	, No	(h) Change	
671					(1) Explanation	

Prior Year Report

Financial Management Report

ATCOM 105

Budget Execution Review

ATCOM 105 ATCOX 105

ATCOM 105

mand Operating Budget

(a)
Title/Name of Report

RCS

0		Status	Fund Usage	fund Status	Aund Req	Use	(g)	NO
		Consld	Consld	Consld	Consld	Pvd	3	CONUSA Survey (cont)
		×	×	×	×	Input Ret	9	y (cont)
		Furnished Major Staf:	· · ·	· *	-	Retained	(B)	
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		w	w	w	w	Auth	(q)	
		w	w	w	w.	Actual		
		Annual Report	Annual Report	Annual Report	Annual Report	Remarks	(9)	
	672							

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## CONARC Disposition

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Analyzed and consolidated into CONARC Budget for submission to DA

(3)

Analyzed and consolidated into CONARC Budget for submission to DA

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### CONUSA ANALYSIS ESTIMATES AND FUNDS BRANCH, BUDGET DIVISION, DEPUTY CHIEF OF STAFF, COMPTROLLER

- 1. <u>CONUSA Findings</u>. This section is a summarization of the current role of the CONUSA for the Estimates and Funds Branch, Budget Division, Deputy Chief of Staff Comptroller, as documented during the on-site survey.
- a. The Estimates and Funds Branch participates in the preparation of the Command Operating Budget, Budget Execution Review, and Financial Management Reports for First US Army. This Branch is the "nerve center" of the Budget Division in that it is responsible for the receipt, distribution and management of the Approved Operating Budget.
- b. The Branch reviews the installations' operating budgets, recommended annual operating budgets received from Program/Activity Directors and all requests for adjustment to these budgets.
- c. This Branch reviews, analyzes and consolidates budget reports received from installations and forwards consolidated information to CONARC as required.
- d. This Branch serves as a collection and forwarding agency for information required by DA on special and unique projects, e.g., cost of drug abuse program, support of Secret Service, etc.
- 2. <u>Validation of Installation Survey Conclusions</u>. Based on information contained in paragraph 1, above, there is no reason to change the recommended procedures set forth in organizational Concept I, II or III.

### 3. Function/Report Evaluation.

- a. The Estimates and Funding Branch is authorized seven (7) personnel. Attached as Inclosure 1 is a list of reports associated with this subfunction, to include CONARC disposition of each report.
- b. The entire Estimates and Funding Branch subfunctions located within the DCSCOMPT, to include related reports listed at Inclosure 1, should be transferred to the DCSCOMPT of both major commands. Seven (1) personnel are assigned to this subfunction and are a portion of the 83 authorized First US Army DCSCOMPT spaces. Personnel spaces presently authorized should be relocated as follows:

(1)	Area Command	0
(2)	Force Command	0
(3)	D&T Command	9
(4)	Both Force and D&T Command	7
(5)	Installation	0
(6)	DA and Other	0
(7)	Eliminate	0

- 4. <u>Conclusions</u>. The functions being performed by the Estimates and Funding Branch may logically be transferred to the major commands; however, both major commands will require the same capability. Personnel spaces required may depend on the number of installations/activities assigned to a command.
- 5. Recommendation. That both major commands assume the responsibility for duties now performed by the Estimates and Fund Branch, First US Army.

NAME OF STAFF SECTION/OFFICE Comptroller
DIVISION Budget
BRANCHEStimates and Funding
SECTION N/A

NAME OF INDIVIDUAL CONTACTED Mr. Tombins.

FUNCTIONAL AREA (S)

DATE OF INTERVIEW April 17, 1972

PHONE # 6425

) Exercise Director's Eudget Estimate	) Procedures for Programing & Effecting Program changes	) Contingency Cost Report	) Support of Secret Service	st of Drug Abuse Program	Schedule of Detail of Permanent Positions Budget Estimate	User Charges Report	Financial Management Report	Prior Year Report	Budget Execution Review	mmand Operating Budget	(a) Title/Name of Report	
ATCOM-37	ATCOM-46	ATCOM-43	DD-Comp (M) 1132	Med-278	Budget 1068	DD-Comp (A) 771	ATCOM 156			ATCOM-105	RCS	
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								×	×	×	(c)	
Appro Cl I	Cl I Instl	Appro Cl I Instl	Cl I Instl	Cl I Instl	Cl I Instl	Cl I Instl	Cl I & II Instl			CI I & II	(d) Origination	
CON Reg 350-1	CON Reg 11-3	CON Reg 37-11	DA Ltr	CON Ltr	DA Ltr	AR 37-32	CON Ltr			CON Reg 11-2	(e) Authority	
										les No	S E	
×	×	×	×	×	. ×	×	×	×	×	X	NARC	
×	×	*	×	×	×	×	×	×	×	X	18 3	
Report must be changed by CONARC	Report must be changed by DA	Report must be changed by DA	Report must be changed by DA	Report must be changed by DA	Report must be changed by DA	Report must be changed by DA	Report must be changed by DA 6		3 3 3 3 3 3	Report must be changed by DA	Explanation	

, * E ]	,	0	9	- "5	~~~	-	-3	7	
	pud/w	Mgnt of funds CONARC	Not used by	Mod used by	Memo of funds	t used by	) Not use by	,	
CONARC	313	CONARC	g material series	DA.	funds CONARC	CONARC	CONARC	CONARC	
Taput oRe Consid, Anal, Eval Prepare	****	种	ha /pcs 1/con change	ev, anal Prep Nar	Consld	Consld	Consld	Anal/chg to CON Prog	Consld
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ler per		3							
Remarks Comptroller personnel only		:				:	:		
		677 -			Acces to the second	•			

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## CONARC Disposition

- (1) Reviews, consolidates and forwards to DA.
- (2) Reviews, consolidates and forwards to DA.
- (3) Review and retain.
- (4) Reviews, consolidates and retains for budgetary purposes.
- (5) Reviews, consolidates and forwards to DA.
- (6) Reviews, consolidates and forwards to DA.
- (7) Reviews, consolidates and forwards to DA.
- (8) Reviews and approves or disapproves requested change.
- (9) Review for funding CONUS and retain.

. A.S. .

NAME OF STAFF SECTION/OFFICE Comptroller
DIVISION <u>Budget</u>
BRANCH <u>Estimates & Funding</u>
SECTION N/A

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FUNCTIONAL AREA (S)\_

DATE OF INTERVIEW April 17, 1972

0	E	9	)	
	Report of Oblig (Joint Ing Exercise)	Exercise Directors Final Cost Report	(a) Title/Name of Report	NAME OF INDIVIDUAL CONTACTED Mr. Tomkins
	STRIKE- C7	ATCOM-38	(b) RCS	IACTED Mr.
	×	×	<u>н</u> (с	Tomkins
			8	1
	Cl I Instl	Appro Instl	(d) Origination	
	CON Reg 350-3	CON Reg 350-	(e) Authority	
		Yes No	(f) CONUSA	P
	X	Yes No	(g) CONARC	PHONE # 6426
——————————————————————————————————————	×	Yes No	(h) Change	
679	Report must be changed by CONARC	Report must be changed by CONARC	(i) Explanation	

ONUSA Survey (cont.

CONARC Consid CON-PBE 2 2 2 Comptroller personnel only
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CONUSA Survey (cont)

(r) ARC Dispo

CONARC Disposition

(10) Reviews and forwards copy to DA.

(11) Consolidates cost by JCS Exercise and forwards to Readiness Command.

(CALL)

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### CONUSA ANALYSIS BUDGET MANAGEMENT BRANCH, BUDGET DIVISION DEPUTY CHIEF OF STAFF COMPTROLLER

- CONUSA Findings. This section is a summarization of the current role of the CONUSA for the Budget Management Branch, Budget Division, Deputy Chief of Staff Comptroller, as documented during the on-site survey.
- a. The Budget Management Branch is primarily a policy development and mechanization branch with the exception of Stock Fund Management. This Branch prepares directives and publications for guidance of command headquarters and subordinate installations in budget preparation and related reports.
- b. The installation submits budgets and related reports to this Branch; the Branch, then reviews, analyzes and consolidates for a single submission to CONARC. In the Stock Fund area the Budget Management Branch controls the distribution of Army Stock Fund cash and acquisition authroity, based on recommendations of the Army Stock Fund Program Director, to subordinate installations and prepares briefings and presentations on budget and stock fund activities. They maintain the Army Stock Fund cash and acquisition authority control ledgers and post cash and acquisition authority received from higher headquarters and subsequently post cash and acquisition authority issued to 11 branch offices.
- c. The Budget Management Branch analyzes, evaluates and consolidates installations' budget submissions and related reports for CONARC.
- d. The Budget Management Branch evaluates and consolidates User Charges Reports submitted by installations and forwards consolidated report to DA, ATTN: USAFINCISCOM.
- Validation of installation Survey Conclusions. Based on the above fundings there is no reason to change recommended procedures, in the budget area, as set forth in organizational Concept I, II or III.

### 3. Function/Report Evaluation.

- a. The Budget Management Branch is authorized seven (7) personnel. Attached at Inclosure 1 is a list of reports associated with the Budget Management subfunctions, to include the CONARC disposition of each report.
- b. The entire Budget Management subfunction located in the DCSCOMPT, to include related reports listed at Inclosure 1, should be transferred to the DCSCOMPT of both major commands. Seven (7) personnel are assigned to this subfunction and are a portion of the 83 authorized DCSCOMPT spaces. Personnel spaces presently authorized should be relocated as follows:

(1)	Area Command	0
(2)	Force Command	0
(3)	D&T Command	0
(4)	Both Force Command and D&T Command	7

(5) Installation

0

(6) DA and Other

0

(7) Eliminate

- 0
- 4. <u>Conclusions</u>. Those functions being performed by the Budget Management Branch are necessary; however, they may be re-located without adverse impact.
- 5. Recommendation. That functions being performed by the Budget Management Branch be performed by both Force and D&T Commands after reorganization.

DATE OF INTERVIEW April 17, 1972

(a)	NAME OF INDIVIDUAL CONTACTED Mr. Lyle	BRANCH	NAME OF STAFF SECTION/OFFICE Comptroller DIVISION Budget
(d)	TACTED Mr.	Budgeti CTION N/A	OFFICE Compt
(c)	Lyle	ng Management	troller
(a)			
(e)			
Œ)	P	4	
(8)	PHONE # 6426	FUNCTIONAL AREA (S)_	DAT
(F)	6	EA (S)	E OF INTER
ε	684		DATE OF INTERVIEW APET 17, 1972
			-

(6) CCNARC Div ASF FY 72 Revised Egamportionment Request Req AFR 72 (Bud Mgmt) (2) Financial Management Report (1) Command Operating Budget (4) COMARC DAY ASF FY 72 (5) User Charges Report 5) COMARC DIV ASF FY 72 Mid-Yr Reapportionment Request (Aug-1971) (Bud Mgmt) Prior Year Report **Budget Execution Review** Title/Name of Report CSGLD-CSGLD CSGLD DD-Comp 1111-8-2 7-1-11 ATCOM-10 ATCOM 156 RCS × × × × × × × 13 × × × Insti . Insti Li Origination Authority CONUSA CONARC Cl I Instl Cl I Instl Cl I Instl Instl Cl I & II CON Reg 11-CON Reg 11-1 CON Reg 11-3 AR 37-32 CON Reg 11-1 CON Ltr Yes No × × Yes × × × × × × No Yes Change × × × × Report must be changed by DA CONARC must chg reporting romt CONARC must che reporting rout Report must be changed by DA CONARC must chg reporting romt Report must be changed by DA. : = = Explanation = = = = = = :

7) ASF Mgmt Report- Narrative (monthly) (Bud Mgmt)

CSGLD 1111-R-5

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108 CON Reg 37-

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w	=	، ا پ د			3	(48)	2	(1400)	15 (320)	(4004)	15	uth Actual		
This is a combined effort by DCSCONFT and DCSLOG (Supply Div), Reference App 2 - II CON Reg 37-108.		nent for budget submissions.	analyses related thereto. DKSONT prepare list of unfinanced req supplies and equip	DCSLOG (Supply Div) DCSCOMFT prepares wash analysis and input forms req by App B. CCM REG 11-10. DCSCOMFT prepares Reconciliate of OMA Sales + COB REP and Normation	This is a combined effort by DCSCONFT and			= = =	3 3 3 3		Comptroller personnel only	Remarks	, (g)	

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# CONUSA Survey (cont)

CONARC Disposition

- (1) Reviews, consolidates and forwards to DA.
- (2) Reviews, consolidates and forwards to DA.
- (3) Review and retain.
- (4) Copies not received by CONARC.
- (5) Copies not received by CONARC.(6) Copies not received by CONARC.
- (7) Copies not received by CONARC.

### CONUSA ANALYSIS BUDGET MANAGEMENT DEPUTY CHIEF OF STAFF RESERVE FORCES (DCSREF)

- 1. <u>CONUSA Findings</u>. This section is a summarization of the current role of the CONUSA for the Budget Management of Program 5 (Reserve Forces) as documented during an on-site survey.
- a. Program/Budget Division is responsible for review and analysis of the Command Operating Budget (COB), Budget Execution Review (BER) and the Financial Management Report (FMR), submitted by (17) active Army installations supporting USAR activities. Based on such reviews, Program/Budget Division initiates recommendations to DCSCOMPT as to budgetary fund distribution to such installations supporting USAR activities under Reserve Component appropriations (OMA BP 560000, NGPA BP 3100, RPA BP 3200 and OMANG BP 3700). Initiates action for necessary adjustments to installation funds during current fiscal year based on existing priorities and reviews covering fund utilization. Direct coordination is also conducted with (16) Major USAR Commands (MUSARC's), (6) US Army Advisor Groups - Army Reserve (USAAGAR), (16) US Army Advisor Groups - National Guard (SAARNG) covering TDY support requirements and (16) State Adjutants General funded for Command Post Exercises (CPX) participation.
- b. Active my installations, provided funds from Reserve Component appropriations, submit to First US Army budgetary and financial type data as referenced in paragraph 1 above. MUSARC's and US Army Advisor Groups submit TDY fund requirements for mission requirements related to USAR activities. State Adjutant's General participating in CPX's submit budgetary requirements for pay and allowances, subsistence and travel of participating NG personnel. In turn, the Program and Budget Division recommends budgetary fund distribution and initiates actions for adjustments within availability of resources as stated in 1, above.
- c. Program/Budget Division has responsibility for submission of budgetary reports to CONARC as indicated in paragraph 1 above. Analysis by Program and Budget Division of monthly FMR provides CONARC with status of Program 5 funds, to include validation of justification for unfinanced requirements and requested intraprograming actions to assure that available funds are utilized to the maximum extent.
- d. Program/Budget Division submits Army Reserve Active Duty for Training Report (CSRES-71-R-3) and Summary of USAR AT Participation (CSRES-101) direct to DA. Subject reports provide information to Office Chief of Army Reserve (OCAR) (with info copy to CONARC) as to monthly and annual utilization of Man-Day Spaces (MDS) in all categories.
- 2. Validation of Installation Survey Conclusions. Based on findings at First US Army, there are no reasons to change the recommended procedures, in the budget function, as set forth in organization concept I, II or III.

### 3. Function/Report Evaluation.

- a. The eight (8) spaces authorized are a portion of the 79 spaces authorized the Deputy Chief of Staff, Reserve Forces, First US Army. Attached at Inclosure 1 is a list of reports to include CONARC disposition of each report, associated with this subfunction.
- b. The entire program/budget function, DCSREF, to include report requirements listed at Inclosure 1, should be transferred to Area Command. The eight (8) spaces presently authorized would be relocated as follows:

(1)	Area Command	8
(2)	Force Command	0
(3)	D&T Command	0
(4)	Both	0
(5)	Installation	0
(6)	Eliminate	0
(7)	Eliminate	0

- 4. <u>Conclusions</u>. Area Command can perform the budgetary function for Reserve Support after reorganization using present manpower resources.
- 5. Recommendations. That assigned positions be retained by Area Command

NAME OF STAFF SECTION/OFFICE DCSEF DIVISION P&B
BRANCH
SECTION

NAME OF INDIVIDUAL CONTACTED LTC TESSIERI

DATE OF INTERVIEW\_\_\_

FUNCTIONAL AREA(S) PROGRAM / BUDGET

PHONE # 5122/ 7179

-1	•		(	) w			۲	0	
	Cormand Operating Program		Surmary of USAR AT participation	Army Reserve Active Duty for Training Report		Financial Management Report ATCOM-156	1A Budget Execution Review	(a) Title/Name of Report	
	None	ATCOM-105	CSRES-101	csæs-71- (r3)		ATCOM-156	ATCOM-105	RCS	
						×		IB C	
	×	×	. ×	×			×	(c)	
	P&B Div DCSRF	P&B Div DCSRF	IOMR	P&B Div, DCSRF		P&B Div	P&B Div, DC SHF	(d) Origination	
	14 Nerzo 11-1	la Suppl CON Reg 11-2 Dec 71	AR 110-1, Jan 66, w/chs DA 1/5g 051535Z, Nov 71	AR 330-27 Mar 65	AHACO-B, 12 Jul 71 & 20 Dec 71	CON Ltr ATCOM-PBE, 22 Jun 71; LA Ltr	lA Suppl, CON Reg 11-2 Dec 71	(e) Authority	
	Yes	No	No	No		No	No	(f) CONUSA	
	No	Yes	No	No		Yes	Yes	(g) CONARC	
	Yes	Yes	Yes	Yes		Yes	Yes	(h) Change	
	Extract of lA Command Operating Dudget to provide financial dollar guidance by cost areas to installations provided funds.	Compiled from input from installations by PAB Div.	Compiled by IGMR for POB Div	Compiled by IGNR, adjusted monthly by P&B Div, DCSRF, from input from IGNR & MUSARCS	689	Compiled by DOSRF from installations in lA area.	Report is compiled by DOSEF from input from staff offices of Hq lA and installations.	(1) Explanation	

# CONUSA Survey (cont)

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CONT.	(3)	Use	inalyze program cost data from instls & develop unfin requiremts	2. Analyze month- ly obligation trends within instl reports in comperison w/month ly phased execu- tion plan	3. Analyze monthly usage of MOS by category	h. Summary of AT attendance within USAR troop program units	5. Feeder data to 1A COMPT for consolidation & submission to comarc	to tate to the
A JULYE	3	Fwd	Yes	Yes	Yes	Yes	Yes	Yes
CONUSA SURVEY (cont)	ε	Disposition Input   Re	Yes	Yes	Yes	Yes	Yes	Yes
	(B)	Retained	No	No	No	No	No	r es
	(F)	Fwd to	CONARC	CCMARC	DA-OCAR	DA-OCAR	CONARC	Instls
	(0)	Rpts to Inst	ATCOM-105	ATCOM-156	CSRES-71(R3)	CSRES-101	ATCOM-105	None
		Initiated by	CONARC	CONARC	DA-OCAR	DA-OCAR	CONARC	¥
		Rqmt	2	8	8	N	N	N
	(g)	Personnel Auth	2	N	8	2	20	N
		l Actual	N	N	8	2	ъ	Ν
	(9)	Remarks	Feeder data to 1A COMPT for consolidation submission to COMARC	Feeder data to IA COMPT for consolidation & submission to CONARC	Used to control proper usage of MDS for purpose of redistribution to achieve maximum utilization	To analyze attendance of USAR personnel at AT for information of OCAR	6	To DCSCOMFT for distribution to lA installations
-				-				

### CONARC Disposition

- (1) Reviews, consolidates and forwards to DA.
- (2) Reviews, consolidates and forwards to DA.
- (3) Reviews, consolidates and forwards to DA.
- (4) Reviews, consolidates and forwards to DA.
- (5) (6) Included in First US Army consolidated submission. CONARC reviews, consolidates and forwards to DA. Included in First USPArmy consolidated submission. CONARC reviews, consolidates and forwards to DA.

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### CONUSA ANALYSIS PROGRAM AND BUDGETING - FAMILY HOUSING, DEPUTY CHIEF OF STAFF, LOGISTICS (DCSLOG)

- 1. <u>CONUSA Findings</u>. This section is a summarization of the current role of First US Army for the Program and Budgeting subfunction, Family Housing, DCSLOG, as documented during an on-site survey.
- a. The Family Housing Division, Deputy Chief of Staff, Logistics (DCSLOG) exercises staff supervision over the centralized management of family housing for military families (BP 1900 and BP 1800). The Division Chief performs as major activity director for Program and Budget Development, and Review and Analysis of the Family Housing Management Account (FHMA) BP 1900 and develops and monitors distribution of funds, costs, floors (MRPF), targets and limitations. BP 1900 funds are allotted to First US Army via Comptroller channels; however, when received the distribution is controlled and directed by the Family Housing Division, only, based on requirements established by the Class 1 Installations within the Army area. Formal accounting for these funds is accomplished by the Deputy Chief of Staff Comptroller (DCSCOMPT); however, copies of funding, obligation, and costing documents are furnished to Family Housing Division for management purposes. The Housing Division has sole authority to adjust funds between installations, but the actual adjustment is affected by the DCSCOMPT. Information between Family Housing and DCSCOMPT is passed on an informal basis. The Housing Division also exercises staff supervision over all aspects of the Family Housing Leasing and off-post Housing Referral Services activities. As of April 1972 the Division was authorized 281 leased houses with 215 leases in effect.
- b. First US Army requires the installations to submit requirements for Family Housing support. Based upon these requirements and availability of funds the Family Housing Division directs the distribution of Budget Program 1900 funds to installations. The Branch administers and controls techniques governing the management of the Family Housing Program and furnishes guidance to installations on assignments, utilization, supply of furniture and equipment, property accountability, self-help and cost reduction.
- c. Family Housing Branch consolidates, reviews and analyzes all reports submitted by installations prior to submitting to CONARC. The Branch also compiles special studies and reports for CONARC on an as required basis.
- d. The Branch has no  $\underline{\text{direct}}$  responsibility to Department of Army.
- 2. <u>Validation of Installation Survey Conclusions</u>. The Family Housing function was not surveyed at the installations.

### 3. Function/Report Evaluation.

a. The Housing Division is authorized four (4) personnel. Attached as Inclosure 1 is a list of reports, to include CONARC disposition of each report, associated with the Family Housing function. The four spaces authorized are a portion of the 359 total authorized the Deputy Chief of Staff Logistics, First US Army.

b. The Family Housing subfunction and related reports listed at Inclosure 1 should become a responsibility of DCSLOG of both major commands. The four spaces authorized First US Army should be transferred to one major command and duplicate staffing be authorized the second major command. Spaces authorized First US Army should be relocated as follows:

(1)	Area Command	0
(2)	Force Command	0
(3)	D&T Command	0
(4)	Both Force and D&T Command	4
(5)	Installation	0
(6)	DA and other	0
(7)	Eliminate	0

- 4. <u>Conclusion</u>. Each major command, Force and D&T will have a Family Housing responsibility eliminating the requirement for a Family Housing Division at Area Command.
- 5. <u>Recommendation</u>. Sufficient personnel be authorized to staff a Family Housing Division at both major command headquarters.

NAME OF STAFF SECTION/OFFICE DUSING DIVISION Family Housing BRANCH SECTION

FUNCTIONAL AREA (S) Budget

Directed by DA  Directed by DA  Directed by DA  Directed by DA				CH,11; AR 210 50  CH 11, AR 210 CH 18, AR 210 CH 16, AR 210 50 CH 16, AR 210 50 AR 210-51 & 50 A	Fam Hsg Ofc Fam Hsg Ofc Fam Hsg Ofc Hsg Ref Ofc			DDIEL (A) 1082 CSGLD-1574 CSGLD-1	Statement of Facilities and Assignment  Personnel Occupying Army Family Housing Repair and Improvement Projects Report Cost Report  Off-Base Housing Referral Rpt
Directed by DA	D.	=	=	CH 11, AR 210	Fam Hsg Ofc		X	DDI&L (SA)	y & Occupancy Mil- Conrolled Family
	No No	No	No	DA DA	Comptroller	×		105	hmand Operating Budget  Budget Execution Review
(1) Explanation	(h) Change	(g) CONARC	CONUSA	(e) Authority	(d) Origination	(c)	(B	RCS	(a) Title/Name of Report

CONUSA Survey (cont)

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(for CONSOL)	Yes		5	No	(for CONSOL)	Yes	(for CONSOL)	Yes	(for CONSOL)	Yes			Disposition Input   Re	(2)	, ,,,,,,,
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	CONARC	Constant	COMARC	CONARC		CONARC		CONARC		CONARC	CON-PBE	CON-PBE	Fwd to	(n)	
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					-						N	N	Rqmt		-
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	22		72	12		80		60		60	160	200	Auth   Actual		
	" " - annual		" " - annual	" - semi-annual		" - semi-annual		" - annual		Frequency - semi-annual	Budget Programs 1800 and 1900	Budget Programs 1800 and 1900	Remarks	(9)	

NAME OF STAFF SECTION/OFFICE DUSING DIVISION Family Housing BRANCH SECTION

DATE OF INTERVIEW 19 April 1972

FUNCTIONAL AREA (S) Budget

								-
				w/date 21 Apr 72				-
DA Directed	No	No	No	AR 210-6 (to be pub	Fam Hsg Ofc	X	CSGLD1635	Hemily Hsg Furnishing Apt
DA Directed	No	No .	No	CH 5, AR 210-50	Fam Hsg Ofc	×	DDI&L (A)	Whilitary Family Hsg Requits
DA Directed	Yes	No	No	CH 6, AR ZIO-50	Fam Hsg Ofc	×	CSGLD- 1572	No Cuarters
CONARC	No	Yes	No	CH 17, CON Reg 210-50	Fam Hsg Ofc	×	ATLOG-272	Wearily Housing Unfinanced Requirements
Report Originated by CONARC	No	Yes	No	CONARC Msg ATLOG-E/F 74187,1Sep67	Fam Hsg Ofc	X	ATLOG-303	West Reports
Limitation monitored by CONARC	No	Yes	No	CON 1t, ATLOG E/FH,4 Oct 7 Leased Fam Hsg	Fam Hsg Ofc	X	ATLOG- 270 (RI)	se Limitation Analysis
(1) Explanation	(h) Change	(g) CONARC	(£)	(e) Authority	(d) Origination	(c)	RCS	Title/Name of Report
696	14	PHONE # 3494	P			Gass	TACTED Mr. G	HAME OF INDIVIDUAL CONTACTED Nr.

	Y   Management		Management	2 Neut & Funding		Fund Recmt		ind Control			Management	Use	G)	UNOD
	Yes		Yes	Yes		Yes .		Yes			No	pwd	(F)	SA Surve
(for CONSOL	Yes	(for COMSOL)	Yes	Yes	(for COMSOL	Yes	CONSOL	Yes			No	Disposition Input Re	(r)	CONUSA Survey (cont)
	No		No	Yes		No		No			No	Retained	(H)	
	CONARC		CONARC	COMARC		CONARC		CONARC	this HO	Stations w/info	Suo by	Fwd to	(a)	
	Same (a)		Same (a)	Same (a)		Same (a)		Same (a)			Same (a)	Rpts to Inst   Initiated by	. (0).	
	DA		DA	DA	-	CONARC		CONARC			CONARC	Initiated by	.~	
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										1		Auth	9)	
factor	40		160			32		4.8		·	8	Auth   Actual		
elle e	" - annual		" - annual	Frequency - annual	1st & 3d Ctr separate submission	Org & 2d Otr update included w/COB & Bri		" - semi-annual			Frequency - monthly	Remarks 9	3	7-1

CONUSA SURVEY
REPORTS COLLECTION FORM

FUNCTIONAL AREA (S) Budget

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DATE OF INTERVIEW 19 April 1972

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-							Excess or Deplicit Furnishings			Pachelor Hsg Furnishings Rpt	(a) Title/Name of Report	RAME OF INDIVIDUAL CONTACTED Mr. Gass.
							RR-DD-		1635	CSGLD	(b) _ RCS	TACTED Mr
							×			×	<u>н</u> (с)	Gass
											)	1
			•				Fam Hsg Ofc			Fam Hsg Ofc	(d) Origination	
							DA	Apr 72	(to be pub w/date 21	AR 210-6	(e) Authority	
							No			No	(£) CONUSA	P
							No			No	(g.) CONARC	PHONE # 3494
							No			No	(h) Change	
							DA Directed			DA Directed	(1) Explanation	

15 Management Management Use œ. CONUSA Survey (cont) Yes Yes Fwd 3 Disposition
Input Retained Fwd to 3 Yes Yes 8 No B CONARC CONARC T Rpts to Inst | Initiated by Same Same (a) (a) <u>.</u> R DA Rqmt Personne LM Hours 3 (no experience 60 Frequency - Annual 2 = Annual Remarks 3

CONUSA Survey (cont)

(r)
CONARC Disposition

CONARC reviews, consolidates and forwards to DA all Family Housing Reports submitted by CONUSAs.

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CONUSA ANALYSIS
FINANCIAL ACCOUNTING AND REPORTING - ACCOUNTING POLICY AND PROCEDURES

### 1. CONUSA Findings

- a. The Accounting Policy and Procedures Branch, Finance and Accounting Division, DCSCOMPT, First US Army, is an intermediate command staff activity between the installation Finance and Accounting Office (F&AO) and the CONARC Staff F&AO. It is responsible for interpretation/implementation of DA and/or CONARC regulations concerning financial accounting and reporting and to provide guidance and assistance to subordinate Class I installations with respect to operation and administration of financial accounting systems and reporting procedures.
- b. No reporting requirements are imposed on the installation by this functional area. In addition to providing guidance and assistance referred to above, the Accounting Policy and Procedures Branch conducts accounting surveillance visits at the installations and processes reports of violation (AR 37-20) received from installations.
- c. There are no reporting requirements imposed on this functional area by CONARC. Accounting and reporting policy and procedures furnished by CONARC are interpreted and disseminated to Class I installations as appropriate. The Accounting Policy and Procedures Branch assists CONARC in implementation of multi-command and/or CONARC unique ADP systems at Class I installations within the First US Army area.
- d. There are no direct reporting or other requirements imposed on this functional area by DA. Although the requirement for accounting surveillance visits, reports of violation (AR 37-20) and accounting policy and procedures originates at DA, guidance and direction flows through CONARC.
- 2. Validation of Installation Survey Conclusions. Recommended financial accounting and reporting procedures were essentially the same for organizational Concepts I, II and III. First US Army survey findings do not impact on installation survey conclusions and recommendations.

### 3. Function/Report Evaluation.

- a. Authorized strength for the accounting policy and procedures function at First US Army is six (6). There are no recurring reports associated with this function.
- b. Proposed transfer of functions and attendant personnel requirements are:
  - (1) Area Command None
  - (2) Force Command Not applicable
  - (3) D&T Command Not applicable
- (4) Both Force Command and D&T Command The entire accounting policy and procedures function should be performed at both the

Force Command and D&T Command. All presently authorized spaces (six (6)) will be required.

- (5) Installation None
- (6) DA and Other None
- (7) Eliminate None
- 4. <u>Conclusions</u>: The accounting policy and procedures function is an essential management activity required to support installation finance and accounting operations. Both Forces and D&T Commands should be staffed to perform this function for installations under their command. Since the Area Commands will not be in the chain of command between the installations and Forces Command, this function will not be required at the Area Command.
- 5. Recommendations. Recommend the accounting policy and procedures function, essentially as presently performed by First US Army, be performed by both the Forces and D&T Commands.

### CONUSA ANALYSIS FINANCIAL ACCOUNTING AND REPORTING - ACCOUNTS OFFICE OPERATION

### 1. CONUSA Findings.

- a. The Accounts Office Branch of the Finance and Accounting Division, DCSCOMPT, First US Army is an operational type activity responsible for receipt, reconciliation and consolidation of all financial reports received from the installation and for preparation of all First US Army financial accounting reports submitted to CONARC and Department of the Army.
- b. No unique reporting requirements are imposed on the installation by this functional area. Fifty-two (52) reports are received from the installation, all of them provide input for reports required by DA and CONARC.
- c. The First US Army Accounts Office (Operating Agency 51) is serving as the Servicing Accounts Office for CONARC (Operating Agency (OA) 59). A separate group of applicable reports are prepared and distributed for OA 59. Info copies of most financial reports, submitted direct to DA are furnished to CONARC.
- d. Consolidates and/or prepares, from installation reports, all financial reports required by Department of the Army (FINCISCOM)
- 2. Validation of Installation Survey Conclusions. Recommended financial accounting and reporting procedures were essentially the same for organizational concepts I, II and III. First US Army survey findings do not impact on installation survey conclusions and recommendations.

### 3. Function/Report Evaluation.

- a. Authorized strength for the Accounts Office function is Twenty-Four (24), however, 27 spaces are being addressed to include the 3 spaces authorized the Office of the Finance and Accounting Officer. A list of reports consolidated/prepared by First US Army and the disposition of the reports at CONARC is attached.
- b. Proposed transfer of functions and attendant personnel requirements are:
  - (1) Area Command None
  - (2) Force Command Not applicable
  - (3) D&T Command Not applicable
- (4) Both Force Command and D&T Command The entire Accounts Office function should be performed at both the Forces Command and D&T Command. Twenty-Seven (27) spaces should be transferred with this function. The reports associated with this function at the new commands are essentially the same as those referenced in paragraph 3a above. One exception is that the separate group of reports (8) presently being prepared for operating agency 59 will no longer be required. In addition, the information copy of reports presently being furnished CONARC can be eliminated.

- (5) Installation None
- (6) DA and Other None
- (7) Eliminate The workload associated with preparation of separate reports for OA 59 and information copy of reports referred to in paragraph 3b (4) above is considered insignificant and therefore, no personnel spaces can be applied thereto.

### 4. Conclusions.

- a. Accounts Office operations will be required at both Force and D&T Commands to consolidate reports received from installations under their respective commands.
- b. Most of the reports processing (i.e. reconciliation, consolidation, preparation) is accomplished by automated means, accordingly, this function should not be transferred until the Force and D&T Commands possess ADP capability.
- 5. Recommendations. Recommend Accounts Offices be established at both Force and D&T Commands.

DATE OF INTERVIEW 18 April 1972

NAME OF STAFF SECTION/OFFICE POSSONING DIVISION FINANCE ACCOUNTS OFFICE Operations SECTION

NAME OF INDIVIDUAL CONTACTED Mr. S. Kaufman

PHONE # 4008 FUNCTIONAL AREA(S) Firance & Accounting

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一年の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の	) Family Maintenance-Housing Cost	State, local units of Cov	Report of Services Rendered to	-	/ Project Expidite		Flash Expenditures Current FY	Trempactions	() Net Exp/Reimb and Related Cash	Weekly Navy Vouchers	3) Statement of Transactions	2) Transactions for Others	Collections	urnary Report of Net Disb/	(a) Title/Name of Report	MALE OF THE LATER OF COMM
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F) Yes No EG. Use .6 CONUSA Survey (cont) Yes 8 No Fwd S Consld Yes Disposition
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NAME OF STAFF SECTION/OFFICE DOSCOPPT

DIVISION Finance & Accounting

BRANCH Accounts Office Operations

SECTION

NAME OF INDIVIDUAL CONTACTED Mr. S. Kaufman

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA (S)\_ Finance & Accounting

PHONE # 4008

	himmen's Deposit and Payments	Transfer Surrary Vouchers	Air Force Allotments	Survey Schedule of Transactions4F-C143	130	Schedule of Transactions for	Letter	(3) Decentralized Transmittal	Statement of Accountability	ments	International Balance of Pay-	Disoursenents	(ent Month Collections-	(a) Title/Name of Report	
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CONUSA Survey (cont)

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# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 18 April 1972

NAME OF STAFF SECTION/OFFICE DOSCORPT

DIVISION Finance & Accounting

BRANCH Accounts Coffice Operations

SECTION

MAME OF INDIVIDUAL CONTACTED Mr. S. Kaufman

FUNCTIONAL AREA (S) Finance & Accounting

	Volunteer Army	(20) 3 Pincroial Status of Modern	sorrel Strength	5) Flash Report on Military Per-	(2) Report of Direct Obligations	porting	elected Balances for Accrual	digations by Object Class	Budget	a) Status of Approved Operating	D) Status of Reimbursements	9) Statue of Allouments	able Property, Lumber, Timber	(8) ceeds - Danses - Mapas-	(a) Title/Name of Report
		05013-285		CSC4 R-242	CSCAS-228		1068	CSCFA-212		CSCFA-218	CSCAA-112	CSCFA-216	1029	DDCOMPT-	(b) RCS
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		=		=	=		=	a		=	=	H	-	No	(f) CONUSA
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Auth Actual K 10 (p) 6 6 6 0 F 0 10 0 0 0 Inputs to RCS's 118 Inputs to RCS's 114, 115, 116, 147 Remarks 2 710

(r)
CONARC Disposition

- (21) Information copy received, consolidated and distributed to CONARC staff.
- (22) Information copy received, returned for review as required.
- (24) Information copy received, obligations consolidated and distributed to CONARC staff for review.
- (25) Consolidated and forwarded to DA.
- (26) Review, consolidation and retention.

REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DOSCOMPT
DIVISION Finance & Accounting
BRANCH Accounts Office Operations
SECTION

MANE OF INDIVIDUAL CONTACTED Mr. S. Kaufman

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA (S) Finance & Accounting

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	of Vietnam	Expenses in Support of Republic	1771	Schedule of Map Funds (1080) by	of Allocations	edule of Hmit listing-statusione	Property Facilities	Schedule of Maintenance Real	Cost for Civ Employees	5) Report of Man Years & Personnel BUDGET-	US owned Foreign Gurrency	(11) Use of Excess, near Excess of		" namiel Stauts of Flesh MVA	(a) Title/Name of Report
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									712						(1) Explanation

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	on the same of the				713									Remarks	•	

## (r) CONARC Disposition

- (27) Review, consolidation and retention.
- (30) Information copy received and distributed to staff for review.
- (31) Information copy received (Memo data part of CSCFA 218) distributed to staff.

(32) Information copy received (part of quarterly CSCAA 116), distributed to Estimates and Operations Branch for review.

# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 18 April 1972

NAME OF STAFF SECTION/OFFICE DUSCONFT

DIVISION Firence & Accounting
BRANCH Accounts Office Operations
SECTION

MALE OF INDIVIDUAL CONTACTED

Mr. S. Kaufman

FUNCTIONAL AREA (S) Finance & Accounting

PHONE # 4008

(Soligations (PART OF 218 Rener (36) Federal Outlay Army Indichusable Issues Statement & DOCOMPT. Contractors (Stock Fund) Fixed Assets Material with had intions by Object Class y Stock Fund Management neral Ledger Trial Balance phile of Unliquidated (a)
Title/Name of Report CSGLD-CSCFA-212 ATCOM-77 1032 E 289 CSCAB-1% CSCAA-None RCS 8 × 14 × × -(c) Cards Cards Cards F & AO Origination = 3 DA MSE CON Reg CON Reg 37-100 Year End Our 37-108 AR 37-151 AR 37-108 & 37-108 AR 735-20 COIL Reg -Authority = <u>e</u> (f) = = = No (g) = = = No Change \* 3 1A Reg 37-23 Explanation  $\Xi$ 715

			100	(40) Yes Bud &	1	(39) Yes Pud &		(38) Yes 3nd &	100	-	Loc	(36) Yes 31d &	(35) No	(34) Yes 100	Use	.0	
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				w L		u ·		w ·		w		ω	6.	6	Actual		
							716					•			Remarks	<u>@</u>	

CONARC Disposition

- £ Information copy received consolidated and distributed to staff for review.
- Division, Stock Fund Branch and OCA (ATTN: Chief, Property Accounting Division). The content of this report has been reduced by Change 6 to AR 735-20, effective 15 May 1972. Data is not used at HQ CONARC other than to consolidate and forward. Data is consolidated and forwarded to HQ USAMC, ATTN: AMCCP-FG, Additional copies are addressed to DA DCSLOG, ATTN: Supply Management
- (37) Monthly reports from CONUSA's and FDW are consolidated and forwarded to DA DCSLOG and HQ AMC. Copies are also furnished to HQ DA (DASG-DDL) and HQ DA (DACA-FIG-D). The report provides statistical data by materiel category for comparing actual operations against the approved operating program. This report is used mainly by CONARC DCSLOG for management of the financial aspects of the Stock Fund. DCSCOMPT CONARC uses the 1115 for Cash Analysis purposes.
- (38) Annual submission only of this report is used to prepare Department of the Army Annual Stock Fund Budget Estimates.
- (39). Reports from CONUSA's and MDW are consolidated and forwarded to DA as part of the quarterly report to HQ DA (DACO-FRS) (required by Chapter 6 AR 37-111). The report is used to compare actual reimbursable sales from stock fund to the forecasts of such sales. Used by Budget Division for analysis purposes.
- 640 Data is used to prepare statements required in quarterly report. warded to HQ DA (DALO-FRS). (Required by Chapter 6, AR 37-111.) (Statements required by Chapter 6, AR 37-111). Quarterly report is for-

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# CONUSA SURVEY REPORTS COLLECTION FORM

RAME OF STAFF SECTION/OFFICE DOSCOUPT

DIVISION Finance & Accounting

BRANCH Accounts Office Operations

SECTION

HAME OF INDIVIDUAL CONTACTED Mr. S. Kaufian

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA (S) Finance & Accounting

Title (Name of Report	(a)	m (c)		(d)	(e) Authority	(f)	(g)	(h) Change	(1) Explanation
	07920	×		F & AO	CON Rep	<b>5</b>	¥.	k	14 Reg 32-23
Aralysis	114				37-108		- 10		
(12) Fost Closing General Ledger	ATCOM-77	×	Cards	=	7	=	=		
Trial Balance									
of charter of Allottonia	200				801-76 44	3			
1			,						18
Status of Reimburgements	OSCAA-112		Cards	=	=	3	=		71
3 Status of Approved Operating	CSCFA-218		Cards	=	DAPAN 37-6	=	=		
Rudget									
Share of Man Funds by RON	None		Cards	=	AR 37-151 &	Ð	=		<b>4</b>
					AR 37-108				
) Coligations by Opiect Class	DSCE4-212	-	Cands	n .	=	3	1		
bleetions by Object Class	АТСОМ-73		Cards	11	CON Peg		Yes		=
within Primary/out					37-108	-			
Coinciale of Unliquidated Ob-	None		Cards	=	Coar End Cir	17	No		1
ligations									

(1:5) (84) (17) (54) (44) " (12) (L1) Yes Eud & No 100 Yes Bud & No CORNEY Survey (cont.) Trud. 90 Yes Consld Consld Input | Retained Ewd to Ppts to Inst Initiated by Roma (3) 13 (n) = COMARO = COMARC = FINCISCOM, COMARC FINCISCOM, CONARC, Dir of Bud See Remarks Personnel Auth w · w w (g) Actual Inputs to RCS's 118 Inputs to RCS's 116 Reserks 9 719

CONARC Disposition

- (41) Narrative analyses received from CONUSA's and MDW are analyzed for factors affecting the CONARC Division of the Army Stock Fund. Input is then furnished to CONARC DCSLOG who prepares a complete narrative analysis and forwards to HQ DA (DALO-FRS). The report provides explanation of deviations from program, spotlights trends and may call attention to trouble spots or recommend management action.
- (42) Data is used to prepare annual stock fund report and to certify fund balances. (Statements are required by Chapter 6, AR 37-111). The annual report is submitted to Department of the Army, DCSLOG, ATTN: LOG/SD-SS1B.
- (43) Information copy received, consolidated and distributed to staff for review.
- (44) Information copy received, consolidated and distributed to staff for review.
- (45)Information copy received, consolidated and distributed to staff for review.
- (46) Information copy received (part of quarterly CSCAAAB), distributed to Estimates and Operations Branch for review.
- (47) Information copy received, returned for review as required.
- (48)Copies received direct from Armies, consolidated and sent to staff for review
- (49) Information copy received, part of CSCFA 218, consolidated and distributed to F&A and R&O.

# REPORTS COLLECTION FORM

DATE OF INTERVIEW 18 April 1972

HAME OF STAFF SECTION/OFFICE DGSCOMPT

DIVISION Finance & Accounting
BRANCHAccounts Office Operations
SECTION

MAME OF INDIVIDUAL CONTACTED Mr. S. Kaufman

FUNCTIONAL AREA(S) Finance & Accounting

1	- 1	 1 7	-1	1 11			,	,	
	- Corrective action is taken as		Transaction	Statement of Interfund	Flund	Status of Funds Army Stock	with primary prog	bligation by Object Class	(a) Title/Name of Report
	appropriate		1901	TREAS-		CSCAA-181		ATCOM-23	(b) RCS
	o and co			M		×		×	IB C
	and coordinated					Cards		Cards	(c)
	with installations.			11		=		F & AO	(d) Origination
	ons.			AR 37-12		AR 37-152	37-108	CON Reg	(e) Authority
				=		п		No	(f) CONUSA
				п		=		Yes	(g) CONARC
								*	(h) Change
			721			=		1A Reg 37-4	(1) Explanation

(0) .0 USS Yes LOC No No COMUSA Survey (cont) No Yes (3) Consld No Input Retained Fwd to Ento to Inot Initiated by Ramt (1) (B) (n) See Remarks FINGISCOM, CONARG (0) Personnel Actual -12 0 (p) 10 Used to Balance other Reports Remarks (2) 722

CONUSA Survey (cont)

(r)
CONARC Disposition

(50) Copies received direct from Armies, consolidated and sent to staff for review.

(51) Data is used to maintain informal records pertaining to status of sub-home office cash. The report is forwarded from accounts offices to HQ DA (DACA-FIS-Z) with a copy to CONARC DCSCOMPT. It provides data applicable to obligations, disbursements, reimbursable transactions, and other cash transactions in CONARC Division, Army Stock Fund.

# CONUSA SURVEY REPORTS COLLECTION FORM

DATE OF INTERVIEW 18 April 1972

NAME OF STAFF SECTION/OFFICE DOSCOMPT

DIVISION Thance & Accounting
BRANCH Accounts Office Operations
SECTION

FUNCTIONAL AREA(S) Finance & Accounting

PHONE # 4008

MAKE OF INDIVIDUAL CONTACTED Mr. S. Kaufman

	Messal Year	Status of Allocations Current		Coast Gered Transactions	Covy Marine Corps Transactions	enties	Transactions for Defense	Air Force Cross Disbursing Data HAF-Cile	Simanoial Activity	Summary of Intercommand	Transactions	Consolidated Statement of	orts prepared by First US	(a) Title/Name of Report
		CSCAA-11h	1047	TREAS-	None		OLT:-USO	HAF-CILO		CSCAA-119		CSCAA-113		(b) RCS
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		Cards		Cards	Cards		Cards	Cards	_	Cards		Cards		la !
						A control of the cont		The state of the s						(d) Origination
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		U U	-	1	=		7	=		=		No		(g.) CONARC
				-								*		(h) Change
									724					(1) Explanation

(7) (3) (3) (2) (6) E 4 Yes . = == = = 3 .c Bud COLUSA Survey (cont) = Yes Pwd. 3 Input Disposition E Reteined 8 Fwd to (E) Di. MAUY CITE FINCISCOM FINCISCOM ALL GITHD OALS DEPT THOTSOM CONARC Rpto to Inst | initiated by OSD AGENCY (0) Rqmt Personne! Auth | Actual 72 72 72 N 7 7 K (3) F 上 中 日 出 F H Input provided by RCS's 111, 110, Clh6
Navy Vou Curr Mo Coll& Disb, Dec frans 1
Input provided by RCS's 111, 110, Curr
Mo Msb & Coll, Dec Trans LTR, Cll3
Input provided by RCS's 111, 110, Curr
Disb & Coll, Dec Trans LTR, Cll3 Input provided by ROS's 111 == 22 = 3 == = Remarks 22 3 RCS's 111 & Coll Navy Vouchers Curr Mo Dis 216 725

CONUSA Survey (cont)

(r)
CONARC Disposition

(7) Information copy received, data extracted and distributed to analysts for review

# CONUSA SURVEY REPORTS COLLECTION FORM

MANS OF STAFF SECTION/OFFICE DOSCOMPT
DIVISION Finance & Accounting
BRANCH Accounts Office Operations
SECTION

HAME OF INDIVIDUAL CONTACTED Mr. S. Kaufman

DATE OF INTERVIEW 18 APRIL 1972

FUNCTIONAL AREA (S) 4008

		Status of Reinbursaments OA (9 OSCAA-118	tion	(19) Addington to Status of Alloca-	by Program Year	edule of Family Housing	Funus by Progy	(N) Status of Allcoations - No year	9+stus of Reimbursements - DA's CSCAA-118	Program Allocations	Status of Military Assistance	Niscal Year	tus of Allocations Prior	(a) Title/Name of Report	
		OSCAA-118		None		None		CSCAA-147	CSCAA-118		CSCAA-116		CSCAA-115	(b) RCS	
				×		×		×	×		×		X	ш (c)	
		Cards						Cards	Cards		Cards		Cards	c)	
														(d) Origination	
		=		=		=		=	3		=		AR 37-151	(e) Authority	
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													*	(h) Change	
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CONARC Disposition

- (8) Information copy received, filed for internal use in redistribution of prior year funds.
- (9) Information copy received, filed for reference as required.

Information copy received, data extracted for distribution to analysts for review.

Information copy received, filed for reference as required.

(0)

(12)

(11)

Information copy received as part of CSCAA-114, distributed to staff.

- (13) Replaced by memo schedules submitted with CSCFA-218.
- (14) Information copy received, data extracted for distribution to analysts for review.

CONUSA ANALYSIS
FINANCIAL ACCOUNTING AND REPORTING - FINANCIAL SERVICES

## 1. CONUSA Findings.

- a. The Finance Services Branch, Finance and Accounting Division, DCSCOMPT, First US Army (FUSA), is a staff type activity providing guidance and assistance to installations concerning entitlements to and disbursement of military pay and allowances, civilian pay, travel allowances and commercial accounts.
- b. In addition to providing guidance and assistance referred to above, the Finance Services Branch administers the Quality Assurance Program and the Savings Bond Program and processes Reports of Survey (losses of government property) received from Active Army and Reserve Component activities within Firt US Army. Reports of survey for Reserve Components flow directly to First US Army from Reserve and National Guard command channels.
- c. The Finance Services Branch receives and consolidates three (3) installation prepared reports. Two (2) of these reports are imposed by DA and the other is required by CONARC. One of the DA required reports is submitted direct to the Finance Center, US Army.
- 2. <u>Validation of Installation Survey Conclusions</u>. Recommended financial accounting and reporting procedures were essentially the same for organizational Concepts I, II and III. First US Army survey findings do not impact on installation survey conclusions and recommendations.

## 3. Function/Report Evaluation.

- a. Six (6) spaces are authorized for the Finance Services function. A list of reports associated with this function and the disposition of the reports at CONARC are attached.
- b. Proposed transfer of functions and attendant personnel requirements are:
  - (1) Area Command None.
- (2) Force Command Review and approval of Reports of Survey submitted by Reserve Components should be transferred to the Force Command. One (1) space should be transferred with this function.
  - (3) D&T Command Not applicable
- (4) Both Force Command and D&T Command All functions of the Finance Services Branch, except Reports of Survey covered in paragraphs 3b (2) should be performed at both the Force and D&T Commands. Five (5) spaces should be transferred with these functions. No change in reporting requirements is anticipated. (Refer to attached list supporting paragraph 3a above).
  - (5) Installation None.
  - (6) DA and other None.
  - (7) Eliminate None.

## 4. Conclusions:

- a. The Finance Services function is an essential management activity required to support installation finance and accounting operations. Both Force and D&T Commands should be staffed to perform this function for installations under their command.
- b. Since both commands will have capability to process Reports of Survey, it is considered beneficial to centralize Reserve Component Reports of Survey at the Force Command.

## 5. Recommendations.

- a. Recommend that the Reports of Survey function for Reserve Component activities be transferred to the Force Command.
- b. Recommend that all other Finance Services functions be transferred to both Force and D&T Commands.

REPORTS COLLECTION FORM

DATE OF INTERVIEW

NAME OF STAFF SECTION/OFFICE Comptroller
DIVISION Finance & Accounting
BRANCH Financial Services
SECTION

MAME OF INDIVIDUAL CONTACTED Major Hampton

FUNCTIONAL AREA (S)

PHONE #

	Personnel Occupying Positions Covered by the Position Schedule Bond		DA Savings Program Report	Installation Quality Assurance	(a) Title/Name of Report
	TREAS - 1 1037 (Feeder)		RCS ISBC	e ATCOM-91 X(Manual) (RI)	(b) _
	X(Manuel)		Manual	X(Manual)	В (c
					189
	Finance Office		Finance Office/AR 608-15, & or savings 2 Feb 72; Officer CON Supple ment to AR	Finance Office	(d) Origination
ı	AR 600-13, Apr 71	date 11 Apr 72); 1A Sup- plement to AR (will be published upon receipt of CON Sup- plement)	'	AR 11-37, Apr 69 w/CON Suppl, 12 Jan 69 & 14 Suppl 25 Jul 69;	(e) Authority
	No		No	No	(f) CONUSA
	No		No	Мо	(g) CONARC
	No		No	Ľes	(h) Change
	(F,G,H) Position Schedule bond- ing is applicable to all elementalike	732	(F,G,H) Savings Program is the same Army wide	(F.G.H.) Data on QA Program applies army-wide based on a single military pay system	(1) Explanation

3)

2)

C

CONUESA Survey (cont)

0	n.	- To verify rd of a ation, etc.	Yes - provides a mangement tool	Use	· (c)
	Yes .	Yes	Yes	Fwd	3
	Yes	Yes	Yes	Input Ret	3
	No	No	No	Retained	(11)
	FCUSA	CONARC	CONARC	Fwd to	(n)
	NONE		None	Rpts to Inst Initiated by	(0)
	DA	DA	CONARC	Initiated by	
	, t	Ļ	ተ	Rqmt	
	<b>7</b>	ት	7	Auth Auth	(p)
	ተ	Ļ	1	Actual	•
	1	1	1		
733				Remarks	(4)

0

(1)

## CONARC Disposition

1.

experienced, training deficiences and other areas which are deemed pertinent by the installation to reduce errors in the administration of military pay. The ATCOM-91 report is used by CONARC Headquarters, Finance Branch, DCSCOMPT as a means of information from the Armies with emphasis on the conduct of special audit techniques being performed at installations, the personnel staffing problems being

The ATCOM-91 is analyzed and the data, which will enhance the administration of military pay, is compiled into a letter and forwarded to the Army Headquarters for their information and implementation if desired.

the Army. The DA Savings Report is received by this headquarters and compiled into a feeder report and forwarded to the Department of

×12.

## CONUSA ANALYSIS INTERNAL REVIEW

- 1. <u>CONUSA Findings</u>. The Internal Review Division, Office of the Comptroller provides staff supervision over the command internal review program and is responsible for command replies to Army Audit Agency (AAA) and General Accounting Office GAO) reports.
- a. First United States Army (FUSA), as an intermediate command receives guidance from DA (Army Regulation) and CONARC (CONARC Regulation) for the internal review program; based upon such guidance FUSA establishes the command internal review program to include direction regarding areas of special interest. The actual accomplishment of internal reviews is performed by installation personnel. FUSA internal review personnel periodically make staff visits to installations to monitor the program.
- b. The FUSA requires internal review schedules and replies to AAA and GAO reports from installations. The FUSA, in turn, provides internal review guidance to installations and determines adequacy of corrective action taken by installations on AAA and GAO reports.
- c. FUSA prepares replies to AAA and GAO reports setting forth the command (FUSA) position with respect to findings and recommendations contained in such reports and with respect to the adequacy of corrective action taken by installations. FUSA forwards command replies to CONARC.
  - d. FUSA does not perform any functions for DA in this area.
- 2. <u>Validation of Installation Survey Conclusions</u>. The Internal Review function was not studied at installations. Analysis of this function reveals, however, that there will be no impact on installations under any of the proposed organizational concepts.
- Function/Report Evaluation.
- a. Six spaces for this function are currently used at FUSA. Reports related to this function and CONARC disposition are inclosed.
- b. Analysis of functions performed by Internal Review Division, DCSCOMPT reveals that functions, spaces and reports should be transferred as follows:
- (1) Area Command One auditor (GS-510-11) is required to perform internal review functions for the Area Command and subordinate activities.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command:
  The command Internal Review program currently performed by FUSA should be transferred to the FC and D&T. Five spaces should be transferred from FUSA for this function. Two reports are associated with this function, as follows:

RCS NAME OFFICE AUTOMATED OR MANUAL

CSCPR-2 Command Report on Comptroller Manual

GAO Audits

RCS

NAME

OFFICE

AUTOMATED OR MANUAL

CSCAM-147

Report of Army Staff Follow-up on AAA Reports Comptroller

Manua 1

- 4. <u>Conclusions</u>. The internal review responsibility at FUSA is a staff function related primarily to the command of installations with only minimal involvement in Reserve Component, ROTC or area functions. As such the major portion of FUSA internal review should be transferred to FC and D&T with one auditor being retained to perform area command functions.
- 5. <u>Recommendations</u>. Recommend that the following disposition of FUSA internal review functions be made:
- a. Transfer all internal review functions and spaces related to command supervision of installation internal review programs to FC and D&T. This will involve five spaces.
- b. Retain Reserve Component, ROTC and Area Command internal review functions at the Area Command and place in the Management Division, Office of the Comptroller, Area Command. One space is involved.

DATE OF INTERVIEW 17 April 1972

NAME OF STAFF SECTION/OFFICE Comptroller
DIVISIONInternal Review
BRANCH
SECTION

FUNCTIONAL AREA(S) Internal Review

NAME OF INDIVIDUAL CONTACTED Mr. H.H. Zentz

Report of Army Staff Followup on Selected US Army Audit Agency Audit Reports		Command Reporting on US General Accounting Office AUDITS	(a) Title/Name of Report
CSCAM-147		CSCPR-2 (R1)	(b) RCS
×		×	(c)
			100
Compt (Usually AR 36-6		Compt (usually)	(d) Origination
AR 36-6		AR 36-20	(e) Authority
×		res No	(f)
*		X Yes No	(g) CONARC
×		Yes	(h) Change
DA staff agencies may req info, in writing or otherwise, relating to conditions or recommendations of a specific USAAA Audit Report pertaining to any Command level or activity.	737	No Report is req from any Instl X activity and CONUS Army HC which is visited by the General Acctg Off. (GAO). Info to be reported is prescribed in Army Regulations	(i) Explanation

aff Off are wised of find- ons & conclusi ons & conclusi ond and actio ken/position to command s This HQ al onis info, termines actio b and formulat co reply to	Use	(0)	
Yes ons n	Fwd	(k)	
Rpt is indorsed to CONAR	Disposi	(1)	1
(except copy)	Retained	(田)	
CONARC	Fwd to	(n)	
Rpts flow up emmd channels from activitie visited by GAO	Rpts to Inst	0	
Rpt is init by HQ lA wher svisited by CAO.	Initiated by		
ပ်	Rqmt		
ů	Personne Auth	(p)	
ů	Actual		
Personnel shown in column P are HC IA DCSCOMPT Personnel only. Depending on nature of GAO visit, staffing of related report and personnel involved in other staff offices will vary significantly	Remarks	(9)	
	of find- commenda- conclusions and action command This HC is info, nes action formulaties ply to  CONAR( copy)  Visited by CAO GAO.	Use Fwd Input Retained Fwd to Rpts to Inst Initiated by Rqmt Auth Actual  Formal Find Fig. 8 Rpt is No CONARC Commendation command command Command Command Command Fig. 8 Rpt is Info, nes action formulates ply to	Use Fwd Input Retained Fwd to Rpts to Inst Initiated by Rqmt Auth Actual  From Contraction command commendation of first HQ  This HQ  This HQ  This Actual (accept file commons action command commons action formulates solly to contract (accept file commons action commons action formulates solly to contract (accept file commons action commons action formulates solly to contract (accept file commons action formulates solly to contract (accept file commons action formulates solly to contract (accept file from activities visited by GAO)  This HQ  This

CONUSA Survey (cont)

(r)
CONARC Disposition

Report is evaluated at HQ CONARC and forwarded to DA.

No reports have ever been received under this RCS.

If such reports were received CONARC would forward to DA.

## CONUSA ANALYSIS MANAGEMENT

- 1. <u>CONUSA Findings</u>. The Management Division, DCSCOMPT, is a staff function exercising supervision over Comptroller Management functions at installations. Sub-functions under the purview of the Management Division are work management, work simplification and management improvement, Comptroller career program, base closures and management studies.
- a. FUSA, as an intermediate command, receives guidance from CONARC on DA and CONARC policies related to management functions, interprets such policies, formulates FUSA policies and provides staff supervision over installation Comptroller Management activities.
- b. The FUSA requires reports from installations related to the work measurement and work simplification programs. Additionally, input for the Comptroller career programs is required from installations. The CONUSA provides guidance to installations relevant to implementation of the management functions and exercises staff supervision over such activities.
- c. The FUSA furnishes reports to CONARC in the work measurement and work simplification programs.
- d. FUSA does not perform any functions for DA in the management area.
- 2. Validation of Installation Survey Conclusions. The Comptroller Management functions were not surveyed at the installation level; however, analysis of this function at FUSA reveals that the installations will not be affected in this area by the reorganization regardless of which type organization is adopted.

## 3. Function/Report Evaluation.

- a. Ten spaces are currently required for this function at FUSA. Reports related to Management and CONARC disposition thereof are inclosed.
- b. Analysis of functions performed by the Management Division, DCSCOMPT reveals that functions, spaces and reports should be transferred as follows:
- (1) Area Command Three spaces (two GS-343 and one clerk-steno) are required to perform Management functions at the Area Command. Functions to be included are Work Measurement, Work Simplification and Management Improvement, Base Closures and Management Studies (all related only to Reserve Components, ROTC and area support). It is also envisioned that Area Command internal review and reports control function will be performed in the Management Division. Spaces required (one from Internal Review) are discussed on analysis sheets related to Internal Review and Program and Analysis.
  - (2) Force Command Not applicable.

- (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command: The FUSA Management Division fuctions currently performed at FUSA (less those identified above as pertaining to Area Command) should be transferred to the FC and D&T. Seven spaces should be transferred from FUSA for this function. Two reports are associated with this function, as follows:

RCS NAME OFFICE AUTOMATED OR MANUAL

ATCOM-101 CONARC Work Measurement Program Summary

CSCAM-120 Work Simplification Comptroller Manual Report

- 4. <u>Conclusions</u>. The Management Division functions at FUSA are staff in nature and relate primarily to staff supervision of Comptroller-Management at installations; certain management functions, however, are needed at the Area Command in support of Reserve Components, ROTC and area support. Accordingly, the major portion of FUSA Management Division functions should be transferred to FC and D&T with a small element retained for the Area Command.
- 5. Recommendations. Recommend that the following disposition of FUSA DCSCOMPT-Management functions be made:
- a. Retain Reserve Component, ROTC and area support Management Division functions at the Area Command. Three spaces (two GS-343 and one clerk-steno are required.) Additionally, the residual internal review and reports control functions should be performed in this division. To accomplish this one GS-510 auditor should be retained from the Internal Review Division staff. No personnel are required from the Program and Analysis Division for the reports control function.
- b. Transfer all remaining Management Division functions and spaces (seven) to the FC and D&T.

# CONUSA SURVEY REPORTS COLLECTION FORM

The second

NAME OF STAFF SECTION/OFFICE Comptroller
DIVISION Management
BRANCH
SECTION Mr. H. M. O'Sullivan

NAME OF INDIVIDUAL CONTACTED

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA (S) Comptroller

	-				0			Work Simplification Report	Swinary	CONARC Work Measurement Program ATCOM-101	Title/Name of Report
								CSCAN-120		ATCOM-101	(b) _
								-		M	(c)
					-						las
a specie of contract to the second								Comptroller		Comptroller	(d) Origination
								AR 1-65	to AR 1-50	CONSUP	(e) Authority
		-	Projection of the Projection o					8		No	(f) CONUSA
								No		No	(g.) CONARC
						* . *		No	~ :	No	(h) Change
Parameter (1971) and the total control of the total		The state of the s				742		Required by DA		Required by DA	(1) Explanation

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										Yes		Yes	Input Ret	3	CONUSA Survey (cont)
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										CONARC		CONARC	Fwd to	(n)	
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										1		+	Rqmt		
										0		0	Auth	(b)	
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													Remarks	· (9)	
			-			743									

3

## CONARC Disposition

- . CONARC Work Measurement Program Summary.
- program progress and identify problem areas; used to monitor CONARC five-year work measurement program plan; used to identify the number of personnel requiring work measurement training. How Report is Used: Report is used for program surveillance at all levels (installations, CONUS Army HQ, and DA) to evaluate
- AX 1-50. b. Is it forwarded to DA: Data from this report is forwarded to DA by RCS DD-I&L(A)1143 per new directive, DOD directive 5010.15, lense Integrated Management Engineering System (DIMES), 13 Jan 72; data was previously forwarded to DA by RCS CSCAM107(R2) per · TVey
- files until data is required to submit reports to higher HQ. Final disposition: Information submitted to this HQ is used on a quarterly basis, Command Quarterly Review and Analysis, and
- d. Becomes input for other (new) report: Yes, see subparagraph b.
- e. By what staff agency: Comptroller of the Army, Department of the Army, and DDIGL of Department of Defense
- f. To whom: Report is submitted to DACA-MRM.
- 2. Work Simplification Program Report.
- a. How report is used: Report is used to evaluate training progress of supervisors required to receive work simplification training at CONARC installations; it is used to identify the amount of new methods procedures installed by work simplification students and orted as management improvements through the cost reduction program and through this program report; report is submitted to HQ CONARC
- manhours used in teaching work simplification techniques. Is if forwarded to DA: Data is forwarded to DA annually (end of FY); report also requires identification of number of instructor
- to Department of the Army per requirement of AR1-65, 25 Aug 67; Final disposition: Data received at this HQ is evaluated, consolidated, and transferred to one summary report that is forwarded
- d. Becomes input for other (new) report: Yes, see subparagraph c above
- e. By what staff agency: Comptroller of the Army, Department of the Army,
- f. To whom: Report is submitted to DACA-MRM.

## CONUSA ANALYSIS PROGRAM AND ANALYSIS DEPUTY CHIEF OF STAFF COMPTROLLER

- 1. <u>CONUSA Findings</u>. The Program and Analysis Division, DCSCOMPT prepares the Operating Program Review, develops the Command Operating Program and manages the reports control function for FUSA. The division performs staff functions in support of HQ FUSA.
- a. The FUSA receives Command Operating Program (COP) guidance from CONARC and develops COP for guidance of the installations in budget preparation and performance goals. Additionally, a reports control monitoring function is performed by FUSA for the command.
- b. The SA requires reports from installations on periodic review of reports, programing changes and committee reports. The FUSA provides guidance to installations in the reports control and program analysis areas and exercises staff supervision over such functions.
- c. FUSA furnishes reports to CONARC in the reports control, programing and committee status areas. The Program and Analysis Division, DCSCOMPT, does not perform any function for CONARC.
- d. FUSA does not perform any functions for DA in the Program and Analysis area.
- 2. <u>Validation of Installation Survey Conclusions</u>. The Program and Analysis functions are performed primarily in the Program and Budget Division at installation level. Analysis of this function at FUSA reveals no impact on the recommended procedures for this area under the Type I, II or III organization.

### 3. Function/Report Evaluation.

- a. Five spaces are currently required for this function at FUSA. Reports related to Program and Aanlysis and CONARC disposition thereof are inclosed.
- b. Analysis of functions performed by the Program and Analysis Division, DCSCOMPT, FUSA reveals that functions, spaces and reports should be transferred as follows:
- (1) Area Command No spaces are required from the current FUSA organization. The reports control function for the Area Command should be assumed by the Management Division, DCSCOMPT. It is not considered necessary for the Area Command to have an Operating Program Review. The Command Operating Program (COP) budget guidance function can be performed by the Budget Division, DCSCOMPT. Of the Program and Analysis Division reports, recommend one be used by the Area Command with responsibility assigned to Management Division, DCSCOMPT. The report involved is as follows:

RCS NAME OFFICE AUTOMATED OR MANUAL

CSCAP-140 Periodic Review of Comptroller Manual Reports

- (2) Force Command Not applicable.
- (3) D&T Command Not applicable.

(4) Both Force Command and D&T Command - The Program and Analysis function should be transferred to the Force Command and D&T Command. Five spaces should be transferred from FUSA for this function. Six reports are associated with this function, as follows:

RCS	NAME	OFFICE	AUTOMATED OR MANUAL
CSCAP-140	Periodic Review of Reports	Comptroller	Manual
ATCOM-46	Programing Changes	Comptroller	Manual
DD-A-923	Committee Report (Interagency)	Comptroller	Manual
OSD-1315	Committee Report (Advisory)	Comptroller	Manual
ATCOM-155	Actual Performance Data	Comptroller	Automated
CONG-1138	Nuclear Committee Report	Comptroller	Manual

- (5) Installation Not applicable.
- (6) DA and other Not applicable.
- (7) Eliminate Not applicable.
- 4. <u>Conclusions</u>. The Program and Analysis Division functions at FUSA are staff in nature and relate primarily to program management at the headquarters and Command Operating Program (COP) guidance to installations. Only minor responsibilities are needed in this function at the Area Command. (Reports Control and COP); the major portion should be transferred to Force Command and D&T Command.
- Recommendations. Recommend that the following disposition of FUSA DCSCOMPT Program and Analysis functions be made:
- a. Transfer all five space to D&T Command and Force Command. All functions and reports currently performed at FUSA need to be accomplished at D&T Command and Force Command.
- b. Assign Area Command Reports Control function to DCSCOMPT Management Division (no spaces).
- c. Assign Area Command COP function to DCSCOMPT Budget Division (no spaces).

## CONUSA SURVEY REPORTS COLLECTION FORM

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NAME OF STAFF SECTION/OFFICE Comptroller
DIVISION Program & Analysis
BRANCH
SECTION

NAME OF INDIVIDUAL CONTACTED Mr. J. F. Kirst

DATE OF INTERVIEW 17 Apr 72

FUNCTIONAL AREA (S) Comptroller - Budget

PHONE #

(a)	of Report	Periodic Review of Reports - CSCAP-	Freparing Agency Comments & 140	Recommendations	Procedures for Programming & ATCC	Effecting Program Changes		Committee Report (Interagency) DD-A(A)	923					
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<u>e</u>	18	×			H									
	la!	177	-	H										
(d)	Origination	Reports Control	mgt or Program	Division	 Primary Budget		and a company of the	Countttee Mgt-	Mgt Div (con-	solidation)	office having	committee pre-	pare individual	report
(e)	Authority	AR 335-30			 CON Reg 11-3			AR 15-1				The second secon		
E	CONUSA	No			 No			No		-			-	
(8)	CONARC	No			 Yes			No					- The same and the	
(A)	Change	No	-	-	Yes			No		and the supplemental to the same	-			
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CONUSA Survey (cont)

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			Yes			No			Yes	Dispos	(3)
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	and the second s		1					-	1	Actual	
		748		or BER	when urgency precludes submission in FMR	Used to report urgent program changes &			Report suspended by DA	Remarks	(p)

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE Comptroller
DIVISION Program & Analysis
BRANCH
SECTION

MAME OF INDIVIDUAL CONTACTED Mr. J. F. Kirst

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FUNCTIONAL AREA (S) Comptroller - Budget

DATE OF INTERVIEW

17 Apr 72

PHONE # 2700

		Nuclear Committee Report			Actual Performance Data					and the state of t				Committee Report (Advisory)	(a) Title/Name of Report
		CONG-1138		155	ATCOM-									OSD-1315	(b) RCS
a James and a second		X										-		I	(c)
-		-	-		M										(c)
Div	Mgt or Program	Reports Control-AR 15-1		Transport of the American American Committee of the American Committee	Mgt Div		report	pare individual		committee pre-	office having	solidation)	Mgt Div (con-	Committee Mgt-	(d) Origination
	The state of the s	AR 15-1			CON Reg 11-6	· Contract C	P. Papers again A. Paper Resource of Progress According							AR 15-1	(e) Authority
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	- company management	No			Yes	and an analysis of the second	The second section of the second					The second second		No	(g) CONARC
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perhaps and the second	Yes				8				-		Yes	Fwd	(K)	USA SULV
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	1				1	-					1	Actual		
No morear committees -	Report not applicable to lA at this time.		info	to CONARC. Consolidated and published quarterly to CONUSA and installations for	Reports submitted direct from installation	750						Remarks	(9)	

CONARC Disposition

- (1) Periodic Review of Reports--This report has been suspended since 1968.
- (3) Interagency Committee Report++CONARC forwards Army reports to DA.
- s) Advisory Reports -- CONARC forwards reports to DA. (There are only four Advisory Committees in CONARC.)
- (5) Actual Performance Data:-Data is compiled by the computer and distributed to all the CONUS installations. A copy of the report is attached at incl 1.
- (6) Nuclear Committee Report -- This HQ has never had occasion to make or forward Army reports to DA. spost i.

## HARDWARE (ADPE)

The analysis pertaining to this item is incorporated in a separate volume entitled ADP and Reports Analysis.

## CONUSA ANALYSIS DEPUTY CHIEF OF STAFF, COMMUNICATION-ELECTRONICS

- 1. <u>CONUSA Findings</u>. The Office, Deputy Chief of Staff, Communication-Electronics exercises supervision of Programs and Management, Systems Engineering, Audio Visual and Plans and Operations.
- a. FUSA, as an intermediate command, receives guidance from CONARC on DA and CONARC policies related to management functions, interprets such policies, formulates FUSA policies and provides staff supervision over the four divisions of the DCSC-E activities.
- b. The DCSC-E receives no reports directed to his function, but rather to the four divisions under his control.
- 2. <u>Validation of Installation Survey Conclusions</u>. The DCSC-E functions were surveyed at the installation level and no impact under any of the proposed organizational concepts was noted.

## 3. Function/Report Evaluation.

- a. Four spaces are currently required for this FUSA function. There are no reports related to this function.
- b. Analysis of functions performed by the DCSC-E reveals that responsibilities should be transferred as follows:
- (1) Area Command Three spaces (DCofS C-E, Administrative Specialist, and Secretary-Stenographer, GS-6, are required to perform C-E supervisory functions for Area Command functional personnel).
  - (2) Force Command None.
  - (3) D&T Command Not applicable.
- (4) Both Force Command and D&T Command One military (06) space is available for transfer from FUSA.
  - (5) Installation Not applicable.
- 4. <u>Conclusions</u>. The Office, DCSC-E functions at the Area Command will decrease compared to FUSA requirements because transfer of most functions will either revert to the installation, or the Force Command and D&T Command.
- 5. Recommendations. That the spaces be transferred so that reallocation of personnel assets can best be used functionally at the Area Command and major commands.

## CONUSA ANALYSIS PROGRAM AND MANAGEMENT

- 1. <u>CONUSA Findings</u>. The Programs Management Division is a staff function which prepares the DCSC-E portion of the command operating program and budget.
- a. FUSA, as an intermediate command, receives guidance from CONARC on policies relating to budget and prepares inputs of the DCSC-E into the Command Operating Budget.
- b. The FUSA does not require any reports from installations relating to expenditure of funds.
- 2. Validation of Installation Survey Conclusions. The functions described above were not studied at the installation level; however, there will be no impact on installations under any of the proposed organizational concepts.
- 3. Function/Report Evaluation.
- a. Two spaces are currently assigned for this FUSA function. There are no reports identified with this functional area.
- b. Analysis of functions performed by this division indicates that one of these spaces should be transferred to the Area Command to support Program and Management functions of the DCSC-E, Area Command, and the other space transferred to the Force Command.
  - (1) Area Command 1.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not applicable
  - (4) Both Force Command and D&T Command 1.
- 4. Conclusions. The Area Command DCSC-E will require a program and management function to prepare staff budgets and perform internal management functions.
- 5. Recommendations. Transfer of this one space to the Area Command is necessary since the C-E function will continue to require management attention. The other space is available for transfer to D&T or Force Command.

## CONUSA ANALYSIS SYSTEMS ENGINEERING DIVISION

### 1. CONUSA Findings.

- a. The Systems Engineering Division, FUSA, is a combination of operational and management activity responsible for developing FUSA Five Year Mid Range C-E Plan; performing detailed Class IV fixed C-E projects. This division also performs technical inspection of fixed C-E equipment.
- b. Supervises installation, operation, maintenance of intrapost and Army-wide C-E systems.
  - c. Renders and/or prepares reports for CONARC and DA.
- 2. <u>Validation of Installation Survey Conclusions</u>. No installation survey was conducted at the installation level relating to this area. However, FUSA findings do not impact on installation survey or conclusions.

## 3. Function/Report Evaluation.

- a. Authorized strength for the System Engineering Branch is 16 spaces. A list of reports consolidated, prepared by FUSA, and the disposition of the report at CONARC are attached.
- b. Proposed transfer of functions and personnel requirement is:
  - (1) Area Command None.
  - (2) Force Command Not applicable.
  - (3) D&T Command Not Applicable.
- (4) Both Force Command and D&T Command Thirteen spaces should be transferred to the Force Command and D&T Command since these functions could be performed at these organizations. An alternative is to explore the possibility of STRATCOM assuming some of these responsibilities contingent upon transferring of spaces to this command. All reports shown in the inclosure should be major command responsibility.
- (5) Installation Three spaces should be retained at Fort Meade to provide post support of CD functions relating to installation, maintenance of telephone, and teletype data equipment.
  - (6) DA and other None.
- 4. <u>Conclusions</u>. Systems Engineering Division will be required at both Force and D&T Commands to perform current functions unless STRATCOM assumes these responsibilities.

## 5. Recommendations.

- a. Thirteen spaces and associated functions should be transferred to Force Command and D&T Command.
- b. Three technicians should be transferred from FUSA to Fort Meade to provide Post C&E support.

CONUSA SUKVEY
REPORTS COLLECTION FORM

HAME OF STAFF SECTION/OFFICE\_DCSC\_3

DIVISION Systems Engineering

BRANCH

SECTION

FUNCTIONAL AREA (S)

DATE OF INTERVIEW\_18 April 1972\_\_\_

PHONE #

MANE OF INDIVIDUAL CONTACTED Mr. R. Lance

-				O		NITRL Project Status Report	Two Year Cable and Wire Forecast	AUTOVON Access Line Perform- ance Report	Telephone Equipment Data	NARC Nontactical Tele- communications Project Status ATOPS-136	enhone Activity	(a) Title/Name of Report
						ort CSCCE-247	CSCCE-205	DD-DCA(Q)	CCE-208	tatus ATOPS-136	AHACE-2	(b) _
							×	×	×	X	X	lB
						Printou X						(c)
			,				DCSC-E	DCA	DC-E	DC-E	DC-E	(d) Origination
						AR 105-22	AR 105-22	DCA Cir 310-V85-4	AR 105-23	CON Suppl 1 to AR 105-22	1A Reg 105-3	(e) Authority
	-					No	No	No	No.	No.	Yes	(£) CONUSA
						No	No	No	No	Yes	No	(g) CONARC
						No	No	No	No	No	Yes	(h) Change
						756						(1) Explanation

CONUSA Survey (cont)

			No	Yes	· .	U) (k) (l) Use   Fud   Input
		Yes	Yes	Yes		Survey (k) Fud
		No	No No	No No	No	(cont) (1) Disposit
		No	No No	No	Yes	(1) (m) Disposition Input Retained
		STRATCOM	DCA	CONARC	No	(n)
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		STRATCOM	DCA	CONARC DA	14	Initiated by
		2	2 1	1	5	Rqmt
		2	2 1	1	4	(p) Personnel
		2	2	1	5	1 Actual
	757	N/A	N/A	N/A	Processing report is informal. Report furnishes information on effectiveness and utilization of telephone systems,	(q) Remarks

## CONUSA Survey (cont)

(F)

## CONARC Disposition

Processing report is informal - report furnishes information as to effectiveness and utilization of installation telephone systems.

Furnishes cognizant engineers progress information; i.e., status of supplies, % construction completed. Engineer's comments included in report fwd to CONARC.

Copy forwarded to CONARC.

nt direct to DCA.

Planning purposes and forwarded to DA.

Prepared 104 STRATCOM and forwarded to CONUSA for review and correction. Used by CONARC for Budget input. 1 tsode

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## CONUSA ANALYSIS AUDIO - VISUAL

## 1. CONUSA Findings.

- a. The Audio Visual (A-V) Division has staff responsibility for activities throughout FUSA related to training film distribution, photography, graphics and requirements for closed circuit educational television.
- b. Three reports are received from installations and other activities which require a degree of examination and verification.
- 2. <u>Validation of Installation Survey Conclusions</u>. No change is required in previously recommended procedures for installation operations under Type I, II and III organizations.

## 3. Function/Report Evaluation.

- a. Authorized strength for the A-V Division is three spaces. A list of the reports pertaining to the A-V function is attached.
- b. Proposed transfer of functions and attendant personnel requirements are:
  - (1) Area Command None.
  - (2) Force Command None.
  - (3) D&T Command None.
- (4) Both Force and D&T Command Three spaces should be transferred from FUSA to staff this function. Reports related to the function (see inclosed list) should also go to the major commands (D&T and FC).
  - (5) Installation None.
  - (6) DA and Other None.
- 4. Conclusion. The A-V Division functions are staff in nature and should be at the major command level.
- 5. Recommendations. Recommend that the A-V Division, consisting of three spaces with attendant functions, be transferred to the major commands.

CONUSA SURVEY
REPORTS COLLECTION FORM

DATE OF INTERVIEW\_19 April 1972

NAME OF STAFF SECTION/OFFICE DESC-E
DIVISION Audio-Visual
BRANCH
SECTION

FUNCTIONAL AREA(S) Television

1					)		) Autovisual Data Base		) Review of obsolesence DA Film	Utilization & Cost Summary	evision Production	Title/Name of Report	MAME OF INDIVIDUAL CONTACTED
						244	ESSCE	11115	DD-PA (A		ATIT 158	(b) _	
				-			×		×		×	田 (c)	Mr. J. Dickson
	-											(c) <u>a</u>	n n
							OACSC-E		CONARC		OACSC-E	(d) Origination	
							AR 108-1		Ltr, 140ct7		AR 108-40	(e) Authority	
		A CONTRACTOR OF THE CONTRACTOR	The state of the s				No		. No	-	No	(f) CONUSA	4
							No		No.		No	(g) CONARC	PHONE # 3333
							Yes		Yes		No	(h) Change	33
						760	Corrections				DA is proponent	(1) Explanation	

) Reviewed Reviewed Reviewed .0 Use CONUCA Survey (cont) Yes Yes 8 Twd Input Retained Fwd to No S No No (2) No No No (E) CONARC CONARC CONARC (n) Rpts to Inst Initiated by Same as B Same as B Same as B (0) Class I Users Class I Rqmt 12 00 Auth Actual (p) 00 N S is 6 Remarks (2) 761

CONUSA Survey (cont)

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CONARC Disposition

Fort Eustis is receipient of this report and not CONARC. Reviewed by

Reviewed to decrease inventory and to maintain up-to-date library of Lm

Reviewed for validated Data Base Controlled by DA.

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## CONUSA ANALYSIS Plans and Operations Division 1. CONUSA Findings. a. The Plans and Operations Divisions performs both management and operations functions. There are five significant functions which this division performs. These functions are:

(1) Training.

- (2) Military Affiliate Radio System (MARS).
- (3) Frequency Management.
- (4) FUSA Telecommunications Center.
- (5) Commercial Communications Services.

The majority of these functions are reserve oriented.

b. Renders and/or prepares reports for CONARC and DA.

## 2. Validation of Installation Survey.

Conclusions. The functions described above were not studied at the installation level; however, there will be no impact on installations under any of the proposed organizational concepts.

## 3. Function/Report Evaluation.

- a. One hundred and three spaces are assigned for this FUSA function. A list of reports consolidated, prepared by FUSA, and the disposition of the report at CONARC are attached.
  - b. Proposed transfer of functions and personnel requirements are:
- (1) Area Command All functions and personnel on the FUSA TDA should be transferred to the Area Command. This involves 13 spaces and all reports.
  - (2) Force Command None.
  - (3) D&T Command None.
  - (4) Both Force Command and D&T Command: None.
- (5) Installation The Telecommunications Center function and the 90 Support Element TDA spaces should be transferred to the installation. (Ft Meade)
  - (6) DA and other None.

## 4. Conclusion:

a. Designating all Plans and Operations functions and personnel to the Area Command is based on the fact that most of their operational and means ment functions are reserve oriented. It is presumed that in training Commercial C-E service and frequency management that, in addition ponding to Reserve support requirements, the Active Army Composed to

OFFICE OF THE CHIEF OF STAFF (ARMY) WASHINGTON DC MA--ETC F/6 15/5 FUNCTIONAL STUDY OF CONUSA MANAGEMENT CONUSA ANALYSIS.(U) MAY 72 AD-A047 035 UNCLASSIFIED 9 of 9 END DATE DATE DATE DATE DDC

also be serviced. This proposal is based on the fact that the afore mentioned functions are area oriented and by assigning these tasks to the Area Command this concept can best be perpetuated.

b. The TCC operation should become an installation function so that operations and management in the case of the Area Command, is separate and more in line with the organizational concepts outlined in AR 10-10.

## 5. Recommendation:

- a. Recommend that 13 FUSA spaces be transferred to the Area Command for Reserve Component, ROTC and area support.
- b. Further recommend that the 90 spaces presently on the support element TDA be transferred to the Fort Meade TDA to operate the telecommunications center.

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CONUSA SURVEY
REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DOSC-E
DIVISION Plans & Operations
BRANCH
SECTION

MAME OF INDIVIDUAL CONTACTED Mr. R. Sheridan

DATE OF INTERVIEW 18 April 1972

FUNCTIONAL AREA (S) Frequency Management

PHONE #

The state of the s					0	Spectrum Usage Report	(1) Army Electromagnetic	environment Data	(a) Electronic Equipment	Jamming, and Interference of Flectromagnetic Systems	(1) Perorting Meaconing Intrusion	Mane of Report	
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SHERRORESTON							×		×			(c)	
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	i	- P			1			Personnel Auth	
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printouts of certain freq which red retare received at IA IFOM DA AUSCE. The rpts are sent to using instal for annotation of usage data and returned DA thru lA.	regulations & procedures for radio free mgmt. DOD directive 4650.1 establic policy a procedures for mgmt of the radio free spectrum within DOD. Computer	The office of Telecom policy executive office of the Pres has directed all Jou agencies to report freq usage data in accordance with Annex C of the manual of		766		satisfied MIJI was originated by exter source, must report in prescribed form to AFSIECCOMMEN, Kelly AFB, IX. Info copies are furnished 1st Army, CONARC within 24 hours from initial incident.	for reporting. The unit or facility will conduct an initial investigation to determine it locally generated by coordinating with colocated units. Wh	Reparks	

10 mg

CONUSA Survey (cont)

(r) CONARC Disposition

CONUSA not involved Direct to Navy :

Army to DA dispatched

- spost 1

rvey

# CONUSA SURVEY REPORTS COLLECTION FORM

NAME OF STAFF SECTION/OFFICE DCSC-E
DIVISION Plans & Perations
BRANCH
SECTION

DATE OF INTERVIEW 18 April 1977

FUNCTIONAL AREA (S) Telecommunication

	1						-		-		7	-	7	-
MANE OF INDIVIDUAL CONTACTED	(a) Title/Name of Report	Communications Discipline	Program	MARS Participation Rpt	(TAY 187)		•							
1	RCS -	CSCCE-226		SIG-81 (R2)										
Mr. R. Schultz	IB (c)			X (			•			9				
ltz	—ⓒ ▲							-		•				
	(d) Origination	Director C-E	•	AHACE-PT	CSDE, IA				•					
	(e) Authority	AR 105-10		AR 105-72										
	(£)	No		No										
PHONE \$ 2055	(g)	No ·		No .								*		
	(h) Change	8		No										 -
	(1) Explanation	DA unique AR 105-10 specifies	RPIG req	Prepared by 1A fwd directly t	DA.	768								

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(r) CONARC Disposition CONUSA Survey (cont)

Consolidated at Army and forwarded.

Nothing dome to report at

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## MANAGEMENT INFORMATION SYSTEMS OFFICE (MISO) AND DATA PROCESSING ACTIVITY (DPA) OPERATIONS

The analysis pertaining to this functional area is incorporated in a separate volume entitled ADP and Reports Analysis. Hardware (ADP) is also incorporated within this same analysis.